

PHILADELPHIA HOUSING AUTHORITY
MOVING TO WORK ANNUAL PLAN
YEAR 3

TABLE OF CONTENTS

Part One

Section 1:	MTW Overview	5
------------	--------------------	---

Part Two

Section 2:	Households Served	24
Section 3:	Occupancy and Admissions Policies	29
Section 4:	Changes in Housing Stock	32
Section 5:	Sources and Amounts of Funding	34
Section 6:	Uses of Funds	36
Section 7:	Development and Capital Planning Activities	39
Section 8:	Management Information for Owned/Managed Units	50
Section 9:	Management Information for Leased Housing	54
Section 10:	Resident Programs	59
Section 11:	Other Information Required by HUD	64

List of Tables

Table 1-1.	PHA MTW Priority One Housing Choice Voucher Reform Chart	19
Table 2-1.	Number and Unit Size of PHA Households	24
Table 2-2.	Composition by Family Type for All Public Housing and Housing Choice Voucher Households	24
Table 2-3.	Income Levels of Existing PHA Residents and Housing Choice Voucher	25
Table 2-4.	Housing Type by Program	25
Table 2-5.	Race/Ethnicity for All Household Members of Public Housing and Housing Choice Voucher Participants.	26

Table 2-6.	Bedroom Size Need for All Waiting List Applicants for Public and Housing Choice Voucher Housing.....	26
Table 2-7.	Composition by Family Type for All Waiting List Applicants for Public and Housing Choice Voucher Housing.....	27
Table 2-8.	Income Levels for All Waiting List Applicants for Public and Housing Choice Voucher Housing.....	27
Table 2-9.	Race/Ethnicity for All Waiting List Applicants for Public and Housing Choice Voucher Housing.....	27
Table 4-1.	Public Housing Units and Housing Choice Vouchers: Existing and In Use in Year One of MTW.....	32
Table 5-1.	Sources and Amounts of Funding Included in the MTW Block Grant.....	34
Table 5-2.	Sources and Amounts of Funding Outside the MTW Block Grant.....	35
Table 5-3.	Summary of MTW Funds and Non-MTW Funds.....	35
Table 6-1.	Projected Expenditures by Program.....	36
Table 7-1.	Long-Term Capital Investment Strategy	43
Table 7-2.	MTW Capital Programs in Year Three.....	44
Table 7-3.	Capital Fund Program.....	45
Table 9-1.	Proposed MTW Voucher Usage in MTW Year 3.....	56

Appendices

Appendix A:	Strategic Operating Plan Summary.....	A-1
Appendix B:	MTW Major Initiatives	B-1
Appendix C:	Senior Housing Designation Plan	C-1
Appendix D:	Public Housing Asset Management Table	D-1
Appendix E:	FY 2004 Capital Fund Program.....	E-1
Appendix F:	HOPE VI/Mixed Finance and Replacement	F-1
Appendix G:	Vacancy Rates.....	G-1
Appendix H:	Uncollected Rent.....	H-1
Appendix I:	Work Order Response Rates.....	I-1
Appendix J:	Annual Inspections	J-1
Appendix K:	Resident Satisfaction Survey and Protocol	K-1

SECTION 2: HOUSEHOLDS SERVED

This section provides information about the types of units and characteristics of families served by the Philadelphia Housing Authority in the Public Housing and Housing Choice Voucher (HCV) programs. During the MTW program, overall occupancy has increased; however, PHA continues to serve a predominately very low-income population. Further, PHA projects continued increases in overall occupancy during MTW Year 3. At least 75% of the households assisted will be very low-income households at the time they enter the program.

A. Number and Characteristics of Households Served.

Households by Unit Size. As of December 31, 2002, the total number of households residing in Conventional, Scattered Sites and Housing Choice Voucher units was 25,735. The percentages for unit sizes are listed in Table 2-1. Two, three, and four bedroom units represent approximately 79% the households served.

Table 2-1. Number and Unit Size of PHA Households.

Housing Type/ Program	Efficiency	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm	Five Bdrm	Six Bdrm	Total
Conventional	499	1,552	2,587	2,206	483	86	9	7,422
Scattered Sites	27	76	593	2,389	653	583	234	4,555
HCV Program	55	2,036	3,605	6,597	1,174	228	63	13,758
Program Totals	581	3,664	6,785	11,192	2,310	897	306	25,735
Percentage	2%	14%	26%	43%	9%	3%	1%	100%

Source: PHA CCS System, December 31, 2002.

Family Type. The number and type of households served by PHA are presented in Table 2-2. Family households represent 58% of all households served by PHA, followed by disabled households representing 23%, and elderly households representing 19% of the total households.

**Table 2-2. Composition by Family Type for All
Public Housing and Housing Choice Voucher Households.**

Housing Type/ Program	Family	Elderly	Disabled	Program Totals	% Program
Conventional	3,807	2,093	1,522	7,422	29%
Scattered Sites	2,361	1,153	1,041	4,555	16%
HCV Program	8,963	1,699	3,096	13,758	55%
Program Totals	15,131	4,945	5,659	25,735	100%
Percentage	58%	19%	23%	100%	100%

Source: PHA CCS System, December 31, 2002.

Income Groups. 22,240 households (86%) of the total households served by PHA, have incomes below 30% of the Area Median Income (AMI) as indicated in Table 2-3. An additional 2,877 (11%)

households earn between 30-50% of AMI. Households with incomes over 80% of the Median Income, represent less than one percent of households served.

Table 2-3. Income Levels of Existing PHA Residents and Housing Choice Voucher Participants.

Housing Type/ Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	Total
Conventional Housing	6,617	613	126	66	7,422
Scattered Sites	3,726	614	149	66	4,555
HCV Program	11,897	1,650	203	8	13,758
Program Totals	22,240	2,877	478	140	25,735
Percentage	86%	11%	2%	1%	100%

Source: PHA CCS, December 31, 2002.

Housing Type. The Housing Choice Voucher Program had a total of 13,758 units leased as of December 31, 2002, representing 53% of the total households served by PHA (Table 2-4). PHA's public housing units include a large portfolio of 4,555 scattered site units representing more than 18% of the total units. Conventional public housing development units represent 29% of the households served and are predominantly distributed in areas of north, west, south and southwest Philadelphia.

Table 2-4. Type of PHA Households.

Housing Type/ Program	Total	Percentage
Conventional Housing	7,422	29%
Scattered Sites	4,555	18%
HCV Program	13,758	53%
Program Totals	25,735	100%

Source: PHA CCS, December 31, 2002.

Race and Ethnicity. Table 2-5 details the race/ethnicity of PHA family members. The greatest percentage (92%) of family members served by PHA is represented by African-Americans. White and Hispanic households represent approximately 4 percent each of the total population.

PHA plans to continue its efforts to increase diversity among the population served, by developing marketing materials and conducting quarterly meetings with community groups. PHA also intends to place advertisements in local foreign-language newspapers, offer PHA promotional literature in various languages, modify PHA's telephone system to provide information in other languages besides English, and increasing the diversity of PHA's workforce.

**Table 2-5. Race/Ethnicity for Family Members of Public Housing
and Housing Choice Vouchers.**

Housing Type/Program	African- American	White	Hispanic	Asian/Pacific Island & Native American	Other	Total
Conventional Housing	16,936	385	177	27	89	17,614
Scattered Sites	12,384	100	1,049	18	13	13,564
HCV Program	39,004	2,638	1,335	275	223	43,475
Program Totals	68,324	3,123	2,561	320	325	74,653
Percentage	92%	4%	4%	<1%	<1%	100 %

Source: PHA CCS System, December 31, 2002.

B. Number and Characteristics of Households on Waiting Lists.

Tables 2-6 through 2-9 present information on the characteristics of PHA's existing waiting lists.

Applicants for Public Housing. As of December 31, 2002, there were 17,555 applicants for public housing. Nearly one-half of these applicants (8,660) are requesting two-bedroom units. Approximately 12,233 (70%) of all applicants are families. Applicants with disabilities (4,498) represent 26% of the waiting list. Seniors (824) comprise approximately 5% of all applicants. Ninety-five percent of all public housing applicants have reported incomes of less than 30% of the area median income.

Applicants for HCV Program. As of December 31, 2002, there were 18,133 waiting list applicants for the Housing Choice Voucher program of which approximately 71% are families, 26% people with disabilities and less than 3% are seniors. Eighty-seven percent of all HCV applicants have reported incomes of less than 30% of the area median.

**Table 2-6. Composition by Bedroom Size Need for All Waiting List Applicants
for Public Housing and Housing Choice Vouchers**

Housing Type/Program	Efficiency	One Bedroom	Two Bedroom	Three Bedroom	Four Bedroom	Five Bedroom	Six Bedroom	Not Specified	Total
Public Housing	3,251	1,206	8,660	4,063	280	18	5	72	17,555
HCV Program		144	3,457	2,150	356	54	6	11,966	18,133
Program Totals	3,251	1,350	12,117	6,213	636	72	11	12,038	35,688
Percentage	9%	4%	34%	17%	2%	0%	0%	34%	100%

Source: PHA CCS, December 31, 2002.

Table 2-7. Composition by Family Type for All Waiting List Applicants for Public Housing and Housing Choice Vouchers.

Housing Type/Program	Family	Elderly	Disabled	Total
Public Housing	12,233	824	4,498*	17,555
HCV Program	12,916	460	4,757	18,133
Program Totals	25,149	1,284	9,255	35,688
Percentage	70%	4%	26%	100%

Source: PHA CCS, December 31, 2002.

*One hundred-fifty (150) of the 4,498 disabled individuals listed are wheelchair users.

Table 2-8. Income Levels for All Waiting List Applicants for Public and Voucher Housing.

Housing Type/Program	Below 30% Median Income	Between 30% and 50% Median Income	Between 50% and 80% Median Income	Over 80% Median Income	Total
Public Housing	16,678	791	71	15	17,555
HCV Program	15,714	2,143	234	42	18,133
Program Totals	32,392	2,934	305	57	35,688
Percentage	91%	8%	1%	<1%	100%

Source: PHA CCS, December 31, 2002.

Table 2-9. Composition by Race/Ethnicity for All Waiting List Applicants for Public and Voucher Housing.

Program Type	African-American	White	Hispanic	Asian, Pacific Island & Native American	Other	Not Specified	Totals
Public Housing	15,929	553	864	81	24	104	17,555
HCV Program	15,131	1,859	552	70	219	302	18,133
Program Totals	31,060	2,412	1,416	151	243	406	35,688
Percentage of Total	87%	7%	4%	<1%	1%	1%	100%

Source: PHA CCS, December 31, 2002.

Waiting List Issues and Proposed Actions. Income levels of applicants for public housing are likely to remain constant with the vast majority of applicants below 30% of the Area Median Income adjusted for family size. With 18,133 Housing Choice Voucher applicants on the waiting list, PHA does not anticipate reopening the waiting list in Year Three.

PHA also intends during MTW Year 3 and subsequent years to implement procedures to offer Project Based HCV units to applicants from the public housing waiting list.

PHA will concentrate efforts on increasing the inventory of housing units available for both public housing and the HCV Program. The number of existing applicants on the HCV waiting list is anticipated to decline over the course of PHA's participation in MTW unless PHA elects to re-open the waiting list.

During MTW Year Three, PHA will continue to develop and implement marketing plans to improve outreach and access to all population groups. As an example, PHA is exploring the creation of a geographical and transitional Mobility Program that will increase the utilization of vouchers, increase tenant choice, provide additional support services for tenants, and improve tenant self-sufficiency.

C. Projected Number of Households to be Served.

1. Public Housing Households. PHA projects that it will serve 12,177 households in the public housing program by March 31, 2004. This represents a 200-unit increase from the total households served as of December 31, 2002. In MTW Year 3, PHA does not expect a larger increase in households served due to the transfer of households at sites scheduled for re-development, i.e., Tasker Homes. Transfer of households will also include the need to accommodate the Right-To-Return of those families temporarily relocated at other sites where redevelopment has been completed. Increases that are projected in occupancy will occur as a result of enhanced vacancy reduction efforts along with re-occupancy of phases of Richard Allen Homes III, Cambridge Plaza I, Suffolk, Blumberg, Whitehall, Hill Creek, Wilson Park III, Schuylkill Falls, Martin Luther King, and Mt. Olivet.
2. Housing Choice Voucher Households. PHA projects that it will serve 14,700 MTW households in the HCV Program by March 31, 2004, an increase of approximately 900 units.

D. Impact of MTW on Households Served.

Overall, PHA projects that the total number of households to be served by the end of MTW Year 3 will increase by approximately 1,100 units over the December 31, 2002 totals.

SECTION 3: OCCUPANCY AND ADMISSIONS POLICIES

This Section provides information on policies governing eligibility, selection, admissions, assignment and occupancy of families that are served by the Philadelphia Housing Authority.

Eligibility, Selection and Admissions, Assignment and Continued Occupancy of Families.

PHA requests criminal records and sex offender records from local, state and Federal agencies to screen applicants for both the public housing and Housing Choice Voucher programs. Public housing residents must meet credit check criteria as well as the criminal history check. In addition, all applicants must meet the eligibility criteria defined in PHA's ACOP and Administrative Plan. The PHA tenant selection criteria (established in accordance with 24 CFR Part 960.202-205) are used by PHA to determine if the applicant will make a suitable resident. Suitability requires that the applicant and other members of their household demonstrate through verified information, the ability, either alone or with assistance, to meet the PHA's selection criteria, including compliance with the terms of PHA's lease, and any other PHA rules governing tenancy.

Admissions and Continued Occupancy Policy

Over the course of the MTW Year 3 period, PHA will substantially revise the Admissions and Continued and Occupancy Policy and, as appropriate, the Housing Choice Voucher Administrative Plan. PHA anticipates issuing the revised ACOP document and, as necessary, lease document, for public comment. The revised ACOP will include the following sections:

- Statement on flexibility and requirements under the MTW Agreement.
- Statement on non-discrimination and privacy.
- Statement on 504 compliance requirements.
- Statement on affirmative marketing and Fair Housing.
- Description of MTW definitions of annual and adjusted income including treatment of assets, exclusions from income, and standard deductions (Rent Simplification).
- Description on type and structure of the waiting lists (PHA community-wide, PHA Site-based and Independent Site-Based Waiting Lists) and relationship to mixed-finance properties and other assisted properties.
- Description of preference system:
 - Local preference based on income group (50% -- 0 to 30% of AMI and 50% -- 31% to 80% of AMI).
 - Within Income Groups ranking preference for working or work-ready families (with provisions for families with disabilities).
 - Mixed population buildings – preferences and single persons.
 - Ranking preference for families displaced by government action or domestic violence.
 - Super-preference for families displaced by natural disaster.
 - Right of return preference for residents of mixed-finance developments and other redevelopment properties (including meeting property specific requirements, i.e., two years of employment).
- Description of factors other than preference that affect admissions and new preference system.
- Enhanced section on applicant screening criteria and Quality of Life.
- Revised Tenant Selection and Assignment Plan including:

- New options for listing on more than one waiting list.
- Offer of project-based units to residents on the public housing wait list.
- Statement on Home Selection Day and unit offers.
- Statement on open enrollment for properties with independent site-based lists but receiving PHA assistance.
- Statement on treatment of families who refuse units without good cause.
- Statement on removing applicant names from the waiting list.
- Statement on leasing accessible units.
- Statement on applicant waiting list and resident transfer list including types and priority of transfers.
- Statement of transfers between Public Housing and the Housing Choice Voucher Program.
- Revised section on unit size standards.
- Statement on resident absence from the unit and notice requirements to PHA.
- Statement on showing units to applicants.
- Statement on definition of visitor.
- Requirements for certain types of transfers.
- Description of incentive transfers.
- Description of Home Selection Day and Open Enrollment process.
- Description of two-year re-certification process.
- Modifications to interim rent adjustment policy.
- Modifications to resident-paid utilities and excess utility charge policy.
- Description of modified rent system and use of flat rents and rent schedules.
- Establishment of minimum rent policy.
- Description of admissions and continued occupancy policies pertinent to mixed-financed properties.
- Updated definitions to conform to QHWRA as appropriate.
- List of regulatory citations.

PHA will allow occupants of acquired properties to be certified as public housing residents, provided that these households meet PHA's eligibility requirements. This will allow those families to relocate into public housing units and receive a preference (contingent upon meeting eligibility criteria) to return to their original site upon redevelopment completion. These same families, if eligible, may also consider relocation to privately managed public housing developments, referred to as Alternatively Managed Entities (AMEs).

PHA will modify its existing waiting list policies to refer applicants on the public housing waiting list to project-based Housing Choice Voucher owners for occupancy in project-based housing. This will reduce the wait for families on the public housing waiting list. PHA can serve more families who are currently on the waiting list and increase utilization of project-based vouchers. After one year in the project-based voucher program, the participant would be eligible for a tenant-based voucher, subject to availability.

Deconcentration.

Under the Year Three Plan, PHA will seek to initiate programs that will integrate all homeownership programs including homeownership in the HOPE VI, and mixed-finance developments into the MTW Family Program. The Schuylkill Falls and Martin Luther King HOPE VI programs seek to increase the economic diversity of households. Through these efforts PHA hopes to improve the quality and diversity of their respective neighborhoods.

Currently, assisted homeownership programs are limited in the type of households served to those earning no more than 80% of median income. While such homeownership programs can be quite effective, the Schuylkill Falls and Martin Luther King HOPE VI programs seek to include more market rate households with incomes above 100% of median. This goal is important to PHA efforts to expand the market for housing in the neighborhoods where these formerly severely distressed housing developments were located. Therefore, under the MTW initiative PHA will implement a program that includes households with incomes up to 150% of median as eligible participants in its publicly assisted homeownership initiatives at the Martin Luther King and Schuylkill Falls HOPE VI sites.

PHA's goal is to help increase incomes of families already using PHA's housing assistance through its MTW Family Program supportive services, thus contributing to in-place deconcentration. In support of this goal, PHA will also implement an enhanced Mobility Counseling component for households participating in PHA's Housing Choice Voucher program. Expanded and integrated community policing and lease enforcement efforts are also intended to improve conditions in developments and communities where PHA housing exists, and to attract a greater mix of incomes. Finally, PHA will acquire and rehabilitate properties that will attract households with a broad range of incomes (See also the discussion of Resident Programs included in this Plan).

Market/Flat Rents.

In MTW Year 3, PHA will adopt a schedule of market/flat rents in the public housing program. PHA will also restructure the annual and interim review processes in public housing so that recertifications will be conducted every three years for those families who choose flat rents rather than income-based rents. For all other residents including those participating in PHA's Housing Choice Voucher program, PHA will implement a policy of conducting recertifications every two years. To promote economic self-sufficiency, households will not generally be required to report increases in income during the period between recertifications.

SECTION 4: CHANGES IN HOUSING STOCK

This section compares the number and types of housing units and Housing Choice vouchers available on December 31, 2002 and a projection for the number of units that will be available by March 31, 2004.

A. Existing Number of Housing Units Available December 31, 2002.

Housing Choice Voucher. PHA had approximately 16,696 MTW vouchers available as of December 31, 2002.

Public Housing. PHA had approximately 14,820 family public housing units available as of December 31, 2002.

B. Projected Number of Housing Units Available by March 31, 2004.

Table 4-1 provides projections of the number of public housing and Housing Choice Voucher program units to be utilized by March 31, 2004.

Housing Choice Voucher. PHA projects that it will use 14,700 vouchers by March 31, 2004. PHA will use 100% of its Voucher budget authority under MTW.

Public Housing. As a result of vacancy reduction and redevelopment efforts, PHA projects a net increase of 1,000 public housing units during MTW Year 3. Raymond Rosen, Cambridge Plaza and Richard Allen have units coming on line. Other large-scale construction and redevelopment projects may have some phases of construction completed by late 2003. Note that the number of households served is not expected to increase dramatically due to the relocation requirement associated with major redevelopment work (see page 28).

Table 4-1. Number of Public Housing Units and Housing Choice Vouchers Existing and In Use in Year Three of MTW.

Housing Programs	Current	Current	Projected	Projected
	Available	In Use	Available	In Use
	Dec 31, 2002	Dec 31, 2002	March 31, 2004	March 31, 2004
MTW Tenant-Based Vouchers	16,696	13,758	14,700	14,700
MTW Activity Vouchers ¹			1,996	1,996
MTW Subtotal	16,696	13,758	16,696	16,696
Non-MTW Vouchers ²	879	354	661	661
Section 8 Moderate Rehabilitation	986	870	989	989
Public Housing: Family Units ³	14,820	11,977	15,820	12,177
TOTAL PHA UNITS	33,381	26,959	34,166	30,523

¹ See Table 9-1.

² Special purpose vouchers for the Family Unification Program, Designated Housing, Stenton Arms (opt-outs) and Mt. Olivet (relocation).

³ Standing Units. This number represents units potentially available for occupancy. PHA's entire housing inventory includes all standing units including those pending demolition and disposition.

C. Reformulation of Public Housing Units

Developments and scattered sites units are identified by HUD designated numbers. PHA intends to combine (reformulate) a portion of three of its developments and its scattered sites, with the approval of HUD and certain investors, into one number. PHA will initiate two requests to HUD for reformulation: (1) Richard Allen III and Cambridge I and II will be combined under one number, with a request for sub-numbers for each of the developments; and (2) PHA's scattered sites will be reformulated from sixteen (16) into ten (10) separate numbers. PHA owns approximately 8,000 scattered site properties in the city of Philadelphia. Richard Allen III, Cambridge I and II are effectively contiguous, mixed-finance developments. Reformulation of these properties would result in: (1) unified record-keeping and reporting for tax credit and bond funding purposes; and (2) management and staffing efficiencies such as shared management with a single tax-credit experienced manager. Only the mixed-finance portions of Richard Allen will be included in the reformulation.

SECTION 5: SOURCES AND AMOUNTS OF FUNDING

This Section reflects the sources and amounts of funding included in the consolidated MTW Budget, the sources and amounts of funding outside the MTW budget and a combined budget statement.

A. Sources and Amounts of Funding Included in the Consolidated Budget Statement.

Table 5-1 presents the funding streams and amounts received by PHA in FY 2003 that are eligible for consolidation as the MTW Block Grant. Sources of funds include those funds previously designated for vouchers. Vouchers are limited to a number that can be absorbed by Philadelphia neighborhoods, and the remaining resources will be redirected to the key objectives of the MTW Program.

Table 5-1. Sources and Amounts of Funding Included in the MTW Block Grant

Revenue Sources	FY 2001 Budget	FY 2002 Budget	FY 2003 Budget
Dwelling Rental Income	\$14,418,103	\$13,141,261	\$14,534,873
Interest Income	5,854,906	1,678,515	2,575,435
Housing Choice Voucher	127,138,064	130,224,146	134,130,870
Capital Subsidy including Replacement Housing Factor	84,758,206	81,112,747	81,656,872
Operating Subsidy	99,580,919	103,541,529	102,468,892*
Total Revenues	\$ 331,750,198	\$329,698,198	\$335,366,942

* Subject to appropriation.

B. Sources and Amounts of Funding Outside the Consolidated MTW Budget Statement.

The Philadelphia Housing Authority receives contributions from several sources including city, state and other federal sources that would not be eligible for consolidation into the MTW Block Grant. These funding sources are listed in Table 5-2.

Table 5-2. Non-MTW Sources and Amounts of Funding

Revenue Sources	FY 2001 Budget	FY 2002 Budget	FY 2003 Budget
Drug Elimination Program	\$5,862,362	Eliminated	Eliminated
Resident Opportunity and Family Self-Sufficiency Grants	332,037	\$534,259	\$251,874
Other Federal Grants	2,100,430	1,076,511	2,931,610
Non-Federal Sources: City of Philadelphia, ChildCare Food Program, Summer Feeding Program, Senior Program	3,742,828	4,578,340	11,819,848
Subtotal	\$12,037,657	\$6,189,110	\$15,003,332
Non-MTW Vouchers/ Administrative Fee/Interest	7,129,816	10,141,269	12,561,681
Total Revenues	\$19,167,473	\$16,330,379	\$27,565,013

C. Consolidated Budget Statement.

A combined statement of both the funds included in MTW and those funds outside of the MTW Budget is presented in Table 5-3.

Table 5-3. Summary of MTW Funds and Non-MTW Funds.

Revenue Sources	FY 2001 Budget	FY 2002 Budget	FY 2003 Budget
Dwelling Rental Income	\$14,418,103	\$13,141,261	\$14,534,873
Interest Income	5,854,906	1,678,515	2,631,383
HCV Subsidy and Admin Fee	134,267,880	140,365,415	146,636,603
Capital Subsidy including Replacement Housing Factor	84,758,206	81,112,747	81,656,872
Operating Subsidy	99,580,919	103,541,529	102,468,892*
Other Grants	12,037,657	6,189,110	15,003,332
Total Revenue	\$350,917,671	\$346,028,577	\$362, 931, 955

* Subject to appropriation.

SECTION 6: USES OF FUNDS

A. Previous Year Expenditures.

The focus of Year Three activities is to increase the number and quality of affordable housing units available to eligible low-income families by improving maintenance and management operations, reducing overhead costs, and accelerating the schedule of redevelopment activities. Most of Year One and Year Two activities centered on implementing improvements to the systems, procedures and the administrative structure. The upcoming year will be focused on upgrading existing housing stock, developing additional public housing units, improving the delivery of services to residents and streamlining functions in the organization resulting in reduced administrative costs.

B. Planned Expenditures.

Table 6-1. Projected Expenditures by Program

Project	Budget
Public Housing*	\$118,519,830
Capital Funds	\$81,656,872
Local Rent Subsidy Program	\$147,751,921
Other Grants	\$15,003,332
TOTAL	\$362,931,955

* Subject to appropriation.

Enterprise Resource Planning (ERP) System. Major management initiatives completed in Year Two included the continued implementation of the PeopleSoft Enterprise Resource Planning (ERP) system. The magnitude of the project required that the application be completed in two phases. The first phase consisted of PeopleSoft's General Ledger, Accounts Payable, Inventory, HRMS/Payroll/Time & Labor and Purchase Order Modules, which includes a requisition system. The second phase consisted of PeopleSoft's Project Costing, Grants Management and Asset Management (fixed assets) modules. The implementation of the ERP software has already enhanced PHA's ability to deliver quality services to our residents and maintain a centralized system for data.

PHA will continue to realize additional cost-savings and efficiencies in labor through technological innovations such as conducting inspections using wireless technology and providing inspection results to owners and occupants through the internet.

Revised Procurement Policy. In Year Three, PHA will implement the Revised Procurement Policy identified in Appendix B.

Implement Supply Chain Improvement Plan. In Year Three, PHA will develop and initiate a three-phased plan that will improve supply chain operations effectiveness. Phase I of the plan will assess PHA's supply chain capabilities, provide recommendations and identify strategic sourcing opportunities. Phase II of the plan will implement Phase I recommendations to include

community-policing initiatives to support lease enforcement and public safety, and to support the Quality of Life Program. MTW flexibility, in combination with PHA's fund-raising efforts, enables PHA to fund these programs critical to the success of families and PHA communities without taking away from Capital Funds needed to maintain and rehabilitate PHA's inventory.

PHA will also utilize MTW flexibility for acquisition and rehabilitation of project-based properties, for modernization, and for new development initiatives.

Obligation and Expenditures. PHA will obligate its capital funds within two years and expend within four years.

D. Reserve Balance and Adequacy of Reserves.

PHA has increased its Low Rent Operating Reserve every year since the fiscal year ending March 31, 1998. At that time, the reserve was approximately \$3.5 million. PHA's unrestricted operating reserve as of the fiscal year ending March 31, 2002 was \$32,439,543. This is over two months of cash flow for PHA's public housing program. This level of reserve provides PHA with the resources to explore innovative ways to provide performance incentives and make other management improvements. These initiatives may temporarily reduce reserves from time to time. PHA is also examining its leave accrual policies to determine if it can improve efficiency and save money. Additionally, PHA will explore owning real estate for administrative offices in lieu of leasing space.

Prior to April 1, 1999 PHA was self-insured for personal injury claims. Asserted and unasserted claims are accrued based on PHA's experience and the advice of an independent claims manager. Within the next two years as the potential for claims against the Self-Insurance Fund are reduced, PHA will reexamine its personal injury self-insurance requirements. In addition to the reserve for general liability maintained for claims from the period during which PHA was self-insured, PHA maintains the reserves required by its current insurance carriers for general liability and Worker's Compensation.

SECTION 7: DEVELOPMENT AND CAPITAL PLANNING ACTIVITIES

This section describes PHA's major capital needs, costs, and the projected timetable for addressing these needs. It also identifies planned capital expenditures, demolition and disposition requests, and homeownership activities for Year 3. PHA's Capital Planning strategy is designed to support, rehabilitate and modernize the infrastructure of neighborhoods where PHA residents live. PHA's annual and 5-Year Capital Plans are attached in Appendix E.

A. Major Development Needs and Projects, Estimated Costs and Proposed Schedules

PHA maintains current physical needs assessments that include estimated costs for all facilities for the purposes of capital planning. The total capital funds needed at the present time are estimated at nearly \$1 Billion exclusive of soft costs. This breakdown of needs by development is presented in Table 7-1.

Capital needs continue to exceed the supply of funding resources. PHA has, therefore developed a Capital Investment Strategy for the next 20 years, in order to strategically invest in those projects and programs that offer the best opportunities to increase the value of PHA's infrastructure and the livelihoods of MTW and MTW- eligible residents. This capital funds investment strategy also seeks to leverage additional funding resources for HOPE VI and mixed-finance sites through program awards, private equity from tax credits, agreements and partnerships with other government programs, private developers, neighborhood organizations and service providers, as more clearly described in Appendix F.

Table 7-2 shows the locations where development activities are ongoing or are expected to commence during Year 3. These development activities are funded by the Capital Fund and/or other sources of funding such as HOPE VI funding and mixed-financing programs.

B. 2003 Capital Fund Program

The FY 2003 Capital Fund Program was designed to continue PHA's multi-faceted approach to addressing the physical needs of its housing stock and improving the efficiency and effectiveness of its management and operational functions.

The FY 2003 Capital Fund Annual Statement and Five Year Plan is a product of input from all PHA departments and the PHA Resident Advisory Board. The Annual Statement developed for the FY 2003 Program enables the PHA to address its highest prioritized physical and management needs (Table 7-3). The following is a summary of the major work item categories and specific work activities contained in the FY 2003 Capital Fund Program.

Management Improvements. The Capital Fund Program utilizes approximately 16 percent of its funding allocation to address activities qualifying as a management improvement. Resident and site security are the major activities funded in this section. The PHA is providing over \$5.8 million for police patrol and \$1.5 million for a resident-staffed lobby monitor program.

Computer software acquisition, installation and program implementation activities are also a major component of the Management Improvement line item. Over the past two years, the PHA has been implementing PeopleSoft computer systems. The Capital Fund program obligates over \$2.5 million for the completion of this system conversion project.

Additionally, the Capital Fund Program will be providing \$600,000 for the “on-the-job” portion training of the successful PHA Pre-Apprenticeship Job Training program. The classroom training funds are provided from the Moving To Work program.

Administrative Costs. The PHA adheres to the program cap of 10 percent to fund its administrative responsibilities for the Capital Fund Program.

Fees and Costs. Four major activities will be funded from this cost center. A program provides a \$1.5 million fund the various architectural/engineering activities associated with the design of the dwelling unit, site improvement and non-dwelling type improvements. In-house technical salaries, such as architects, engineers, and inspectors will also be funded from this cost center.

Environmental Testing. The Capital Fund Annual Statement also provides a \$560,000 budget for lead based paint and other environmental testing and \$1,500,000 for consultant, legal, and professional services.

Site Acquisition. A budget of \$100,000 has been established to assist in the acquisition phase of future PHA acquisition and development activities.

Site Improvements. The Capital Fund Programs commits \$1,625,000 for miscellaneous site improvement activities at scattered and conventional sites. A \$1,025,000 million site restoration project is slated for the Westpark development. Additionally, \$600,000 is being committed to improving site conditions at 150 scattered site locations. The FY 2003 plan also continues the PHA efforts to perform substantial site improvement efforts at a variety of scattered site and conventional properties through the PHA-Wide approach. An additional 150 scattered site units will receive exterior improvements through the PHA “Sparkle” program during the upcoming year.

Dwelling Units.

Scattered Sites: The FY 2003 Capital Fund Program provides for a 25 percent increase in scattered site renovation activities from previous funding years. The \$12.5 million budget will provide the funding for the rehabilitation of 250 units. Additional funds for this effort are also available in various PHA work item specific budget line items.

Conventional Sites: Three major development reconstruction projects will be funded from the FY 2003 Capital Fund Program. The PHA was one of the first public housing authorities to utilize the Capital Fund Program to leverage public bond proceeds. As a result of this initiative, the PHA has \$192 million in total development underway at the Tasker, Wilson, and Blumberg developments. The Capital Fund Program will obligate \$11 million of the FY 2003 plan for bond debt service. The final phase of major unit renovation (55 units) at the Harrison low-rise site is also funded in this plan.

The first phase of the modernization of Johnson Homes includes heating and distribution network upgrades and is funded in the FY 2002-3 Capital Fund Programs in the amount of \$2.1 million. This will be the first of three phases of work at this site.

Major security related upgrades and entry doors are planned for Mantua and Queen Lane.

The FY 2003 Program also provides nearly \$4 million for PHA-Wide dwelling unit improvements. These work items are typically project/site specific and involve major system/component replacement activities.

Non-Dwelling Structures and Equipment. Construction of a new administrative facility at the Passyunk development is the major non-dwelling activity in FY 2003 Annual Statement. The estimated cost of this facility is \$7,238,782.

An additional \$640,000 is programmed for upgrades of hallways and laundry rooms at Westpark Plaza and for community room upgrades at Germantown and Queens Lane.

Funding is also provided for computer hardware (\$756,400), telephone infrastructure upgrades (\$500,000) and for maintenance, office and community space equipment and furniture (\$150,000).

These FY 2003 Capital Fund Program monies must be contractually obligated within 24 months and expended within 48 months of HUD approval of the Annual Plan. PHA has a demonstrated record of achieving and often exceeding compliance standards with this as well as other programs.

C. Demolition and Disposition Activities.

Appendix D contains a list of all planned/potential demolition and disposition requests anticipated in Year Three.

D. Homeownership Activities.

Under the Year Three Plan, PHA will seek to initiate programs, which will integrate all homeownership programs including HOPE VI and mixed-finance developments into the MTW family program. A key component of HOPE VI and housing revitalization efforts is increasing economic diversity and expanding participation in PHA initiatives. The Schuylkill Falls HOPE VI program seeks to increase the diversity of participants at this site. Through these efforts PHA hopes to improve upon the quality and positive effects homeownership programs have on the neighborhoods covered under its HOPE VI Program.

Currently, assisted homeownership programs are limited in the type of households served to those typically earning no more than 80% of median income. While such homeownership programs can be quite effective, the Schuylkill Falls and Martin Luther King HOPE VI programs seek to include more market rate households with incomes above 100% of median. This goal is important to PHA efforts to expand the market for housing in the neighborhoods where these formally severely distressed housing developments were located. Therefore, under the MTW initiative, PHA will develop a program that includes households, with incomes up to 150% of median as eligible participants in its publicly assisted homeownership initiatives at Schuylkill Falls and Martin Luther King HOPE VI Programs.

PHA will enable residents interested in purchasing a home to have access to housing counseling, housing search assistance, assistance with credit history repair, and supportive services and economic development programs all at one location. PHA will also begin to develop a lease purchase program.

PHA also intends to expand the original Section 8 Homeownership Demonstration Program into a Mortgage Assistance Program so that all qualified and interested families can purchase a home using Housing Choice Voucher assistance. The expansion of the program will provide additional incentive for families to purchase their own homes.

To date, the Homeownership Program has sold 254 units to PHA families. Fifteen (15) units have been sold under the Housing Choice Voucher Homeownership Program. Seventy-four (74) scattered site units have been sold under the 5(h) Homeownership Program. One hundred and sixty-five (165) units have been sold under the Turnkey III Program (81 units at Whitman Park and 84 units at the Brown Street site).

PHA's 5(h) component has as its goal the sale of 300 single-family scattered site units to the families currently residing in the units. To date, the program has reached 6,877 PHA residents by direct mail and telephone solicitations. Seventy-four (74) scattered site residents have purchased their homes. PHA Homeownership Staff is currently maintaining a waitlist consisting of 571 interested residents, many of whom are working with twenty-eight Housing Counseling Agencies to prepare for homeownership.

The Turnkey III Program consists of two sites. The Whitman Park Plaza is located in the vicinity of Front Street and Oregon Avenue in South Philadelphia, with 120 town home units. Brown Street Village is located in the art museum area of the city at 20th and Brown Streets and consists of 87 units. A total of 41 units are remaining to be sold, 34 at Whitman Park and 3 at Brown Street Village.

Table 7-1. Capital Investment Strategy.

Property	Estimated Capital Costs	Proposed Time Schedule
117-Unit Scattered Site/New Development	\$ 18,500,000	2001-2003
Abbotsford	\$ 24,000,000	2004-2012
Arch Homes	\$ 5,000,000	2019
Arlene Homes	\$ 1,159,297	2003, 2014
Bartram Village	\$ 5,100,000	2003, 2013
Bentley Hall	\$ 3,402,000	2013
Cambridge ¹	\$ 18,800,800	2002-2005
Cecil B. Moore	\$ 837,138	2014
Champlot	\$ 2,000,000	2016
Collegeview	\$ 1,636,000	2003, 2012
Emlen Arms	\$ 250,000	2014
Fairhill Apts.	\$ 2,000,000	2006, 2014
Germantown house	\$ 23,000,000	2004-2008
Haddington Homes	\$ 23,000,000	2019-2021
Harrison Plaza	\$ 24,000,000	2002, 2004-2008
Haverford Homes	\$ 718,628	2012
Hill Creek	\$ 19,980,000	2002-2003, 2006, 2015
Holmecrest Homes	\$ 5,200,000	2013
Johnson Homes	\$ 65,000,000	2003-2011
Katie B. Jackson	\$ 5,060,000	2019-2021
Liddonfield	\$ 27,000,000	2003-2006, 2009-2010
Mantua Hall	\$ 15,000,000	2006, 2018
Martin Luther King ¹	\$ 5,000,000	2001-2005
Mill Creek ¹	\$ 14,600,000	2002-2005
Morton Homes	\$ 15,000,000	2005, 2011, 2012
Mt. Olivet ¹	\$ 10,700,000	2003-2005
Neumann North (67 ACC units)	\$ 2,000,000	2003-2005
Norris (high/low rises)	\$ 10,000,000	2002, 2006, 2020, 2021
Oxford Village	\$ 13,000,000	2002, 2004-2005, 2016-2017
Parkview	\$ -	NA
Paschall Apts.	\$ 16,756,836	2004, 2016, 2017
Passyunk Homes Admin Building	\$ 7,000,000	2003
Plymouth Hall	\$ 4,528,464	2005, 2013
Point Breeze	\$ 1,445,000	2012
Queen Lane	\$ 6,000,000	2005, 2006, 2012
Raymond Rosen (off-site)	\$ 16,900,000	2000-2003
RDA acquisitions and rehab	\$ 8,000,000	2003-2006
Richard Allen III ¹	\$ 8,800,000	2002-2004
Scattered Site Modernization	\$ 200,000,000	2002-2021
Scattered Site/Conventional/New Development	\$ 150,000,000	2002-2021
Schuylkill Falls ¹	\$ 75,722,500	2001-2005
Spring Garden Apts.	\$ 14,500,000	2006-2008
St. Ignatius	\$ 1,000,000	2003-2006
Suffolk Manor ¹	\$ 10,324,000	2002-2004
West Park Apts.	\$ 23,800,000	2004, 2015
Westpark Plaza	\$ 12,000,000	2004, 2014
Whitehall Apts.	\$ 20,740,000	2002-2007
Wilson Park	\$ 500,000	2002
TOTAL²	\$ 938,960,663	
¹ Capital Funding needs for HOPE VI and Mixed-Finance Developments.		
² Bond Funded Developments: Tasker, Blumberg and Wilson III, Debt Service Repayments = \$220 million.		

Table 7-2. MTW Year Three Capital Programs.

Development Name	Scope of Work	Construction Cost	Completion Date
Blumberg	Security System	\$1,300,000	Aug-03
Blumberg (Bond)	Modernization	\$9,000,000	Dec-03
Cambridge I ¹	New Development	\$4,358,000	Dec-03
Cambridge II ¹	New Development	\$5,800,000	Dec-04
Fairhill	Security System	\$800,000	Apr-05
Germantown House	Comprehensive Modernization	\$23,000,000	Dec-05
Harrison	Balcony Enclosures	\$1,600,000	Aug-03
Harrison	Lobby Entrance	\$900,000	Jun-04
Harrison	Kit/Bath/Handicap Accessibility	\$3,260,000	Mar-05
Hill Creek (34 units)	Comprehensive Modernization	\$3,600,000	Dec-03
Johnson Homes	Utilities upgrade	\$6,000,000	Dec-05
Liddonfield	Community Bldg. Addition	\$350,000	Jul-03
Mantua	Modernization	\$3,000,000	Oct-04
Martin Luther King	New Development	\$5,000,000	Dec-05
Mill Creek	Planning & Development	\$5,000,000	Dec-06
Mt. Olivet ¹	Acquisition, Preconstruction, Operations	\$10,600,000	Dec-05
Norris	Security System	\$500,000	Dec-04
Passyunk	PHA Police Station/ISM	\$7,000,000	Oct-05
Passyunk	Non-residential Development	\$7,000,000	Dec-04
PHA-Wide	Accessibility Improvements	\$500,000	Ongoing
PHA-Wide	Security Systems for three Section 8 offices	\$300,000	May-04
PHA-Wide	Security Upgrades	\$1,000,000	Apr-04
PHA-Wide	Energy Conservation	\$5,500,000	Ongoing
PHA-Wide	Sparkle Plus	\$6,500,000	Ongoing
Queen Lane	Security System	\$800,000	Apr-04
Richard Allen III ¹	New Development	\$8,800,000	Dec-03
Scattered Site	New Development/Infill/Rehab/Modular Housing	\$14,704,000	Dec-05
Scattered Site (117 Units)	New Development	\$18,500,000	Dec-03
St. Ignatius ¹	New Development	\$1,000,000	Oct-06
Suffolk ¹	Modernization	\$10,324,000	Dec-03
Tasker (Bond)	New Development	\$165,000,000	Dec-05
West Park	Concrete Rehab	\$2,500,000	Nov-03
West Park	Public Space Improvements	\$7,500,000	Nov-03
Whitehall (32 units)	Comprehensive Modernization	\$3,600,000	Oct-03
Wilson Park (Bond) ²	Comprehensive Modernization	\$18,000,000	Apr-04
	TOTAL	\$362,596,000	

¹ Capital Funding needs for HOPE VI and Mixed-Finance Developments.

Table 7-3. Capital Fund Program for Year Three.

Development Number / Name Wide Activities		General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost
	PHA-Wide	Operating Subsidy	1406		\$500,000
		<u>Management Improvements</u>			
000	PHA-Wide	Lobby Monitors: Program to enhance site security.	1408		1,531,923
000	PHA-Wide	Police Officers Salaries and Benefits	1408		5,847,767
000	PHA-Wide	Pre-Apprentice Job Training (field training)	1408		600,000
000	PHA-Wide	Computer Software Acquisition, Customization, Installation and Program Implementation Training	1408		2,500,000
000	PHA-Wide	Data Base Management Consultant	1408		175,000
000	PHA-Wide	Staff Development: Provide training opportunities for PHA staff.	1408		200,000
		Total Management Improvement Cost			10,854,690
		<u>Administrative Costs</u>			
000	PHA-Wide	Administrative Salaries and Benefits	1410		6,500,000
		Total Administrative Cost			6,500,000
		<u>Fees and Costs</u>			
000	PHA-Wide	Planning, Architectural, and Engineering Fees and Professional Services	1430		1,500,000
000	PHA-Wide	Legal and Consultant Services	1430		1,500,000
000	PHA-Wide	Environmental Issues: LBP Testing and Asbestos Monitoring	1430		560,000
000	PHA-Wide	PHA Technical Salaries	1430		1,300,000
		Total Professional Services Costs and Fees			4,860,000
		<u>Site Acquisition</u>			
000	PHA-Wide	Acquire properties below TDC	1440		100,000
		Total Site Acquisition Costs			100,000
		<u>PHA- Wide Site Improvements</u>			
000	PHA-Wide	Install Back Flow Preventors	1450	Varies	65,000
000	PHA-Wide	Repair / Replace Exterior Plumbing Lines	1450	5000 lf	20,000
000	PHA-Wide	Fire Code Compliance (Water Mains and Hydrant)	1450	Varies	191,000
	PHA-Wide	Landscaping including Tree Trimming	1450	Varies	100,000
000	PHA-Wide	Concrete and Pavement	1450	80,000	300,000

Table 7-3. Capital Fund Program for Year Three.

Development Number / Name	HA	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost
	PHA-Wide	Fencing	1450		135,000
000	PHA-Wide	504 Exterior Improvements, Ramps, Exterior Glides	1450	40 Units	200,000
000	PHA-Wide	Sparkle-Signage/Awnings	1450		75,000
000	PHA-Wide	Sparkle-Lighting	1450	Varies	215,000
000	PHA-Wide	Sparkle-Site and Grounds Improvements	1450	Varies	170,000
		Sparkle-Tree Planting	1450	Varies	290,000
000	PHA-Wide	Sparkle-Scattered Site Exterior Painting	1450	150 Units	200,000
000	PHA-Wide	Sparkle-Concrete	1450	6700 sf	25,000
000	PHA-Wide	Sparkle-Wrought Iron Fencing	1450	2 Sites	25,000
000	PHA-Wide	Sparkle-Windows	1450	100 Units	275,000
		Total PHA-Wide Site Improvements			2,286,000
		<u>Scattered Site Site Improvements</u>			
004	Scattered Sites	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	25 Units	100,000
	Scattered Sites	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	3 Units	12,000
012	Scattered Sites	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	25 Units	100,000
025	Scattered Sites	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	4 Units	16,000
060	Scattered Sites	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	4 Units	16,000
067	Scattered Sites	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	5 Units	20,000
069	Scattered Sites	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	16 Units	64,000
078	Scattered Sites	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	3 Units	12,000
080	Scattered Sites	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	16 Units	64,000
081	Scattered Sites	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	10 Units	40,000
085	Scattered Sites	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	6 Units	24,000
087	Scattered Sites	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	3 Unit	12,000
088	Scattered Sites	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	10 Units	40,000

Table 7-3. Capital Fund Program for Year Three.

Development Number / Name	HA	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost
Wide Activities					
	Scattered Sites	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	7 Units	28,000
092	Scattered Sites	Comprehensive Site Improvements Work corresponds to items listed on the Physical Needs Assessment	1450	13 Units	52,000
		Total Scattered Site Improvements		150 Units	600,000
		Development Specific Site Improvements			
036	M.L. King	Infrastructure Construction	1450	Site Wide	25,000
039	Westpark	Site Work; Landscaping and Lighting	1450	Site Wide	1,000,000
		Total Site Specific Site Improvements			1,025,000
		PHA Wide Dwelling Structures			
000	PHA-Wide	Environmental Hazard Abatement	1460	Varies	385,000
000	PHA-Wide	Scattered Site Lead Hazard Abatement Pilot Program	1460	20 Units	120,000
000	PHA-Wide	Repair Exterior Wall Surfaces including Stucco, Brick, Brick Pointing and Caulking	1460	11,000 sf	350,000
000	PHA-Wide	Window Replacement	1460	Various Sites	250,000
000	PHA-Wide	Roof Repair/Replacement	1460	250 Units	300,000
000	PHA-Wide	Vacant Conventional Unit Rehab Program: Work includes LBP abatement, kitchens, baths, floors, electrical upgrades, plumbing upgrades, heating upgrades, painting, windows and doors in conventional sites.	1460	60 Units	800,000
000	PHA-Wide	504 Unit Modification/Fair Housing	1460	20 Units	200,000
000	PHA-Wide	Flooring	1460	17,500 sf	75,000
000	PHA-Wide	Plumbing Upgrades	1460	70 Units	200,000
000	PHA-Wide	Electrical Upgrades/Distribution	1460	250 Units	200,000
000	PHA-Wide	Combustion Upgrades	1460	100 Units	400,000
000	PHA-Wide	Heating, Ventilation and Air Conditioners (HVAC) Upgrades	1460	35 Units	100,000
000	PHA-Wide	Elevator Upgrades	1460	1-2 Elevators	100,000
000	PHA-Wide	Repair/Replace Metal Handrails and Railings	1460	175 Units	75,000
000	PHA-Wide	Fire Safety Code Compliance	1460	Varies	200,000
000	PHA-Wide	Security to Support Modernization Sites	1460	Varies	100,000
		Total PHA-Wide Dwelling Unit Improvements			3,855,000

Table 7-3. Capital Fund Program for Year Three.

Development Number / Name	HA-Wide Activities	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost
<u>Scattered Site Dwelling Unit Renovation</u>					
004	Scattered Sites	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	100 Units	5,000,000
005	Scattered Sites	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	6 Units	300,000
012	Scattered Sites	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	15 Units	750,000
025	Scattered Sites	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	2 Units	100,000
060	Scattered Sites	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	17 Units	850,000
067	Scattered Sites	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	3 Units	150,000
069	Scattered Sites	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	22 Units	1,100,000
078	Scattered Sites	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	3 Units	150,000
080	Scattered Sites	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	20 Units	1,000,000
081	Scattered Sites	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	18 Units	900,000
085	Scattered Sites	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	16 Units	800,000
087	Scattered Sites	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	3 Units	150,000
088	Scattered Sites	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	10 Units	500,000
091	Scattered Sites	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	5 Units	250,000
092	Scattered Sites	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment	1460	10 Units	500,000
		Scattered Site Unit Renovation Total		250 Units	12,500,000
<u>Conventional Site Dwelling Unit Renovation</u>					
001	Johnson Homes	Modernize Hot Water Heating System and Distribution Lines. (phased activity)	1460	1 Building	100,000
015	Harrison (high-rise)	Elevator Cab Car Modifications for Accessibility	1460	2	32,000
015	Harrison (low-rise)	Comprehensive Unit Modernization: Work corresponds to items listed on the Physical Needs Assessment (Phased Construction)	1460	55	1,485,000
	Queen Lane	Install building security magnetic entry card system and security cameras and related security modifications	1460		400,000
045	Mantua	Install new entry doors, building security magnetic entry card system, security cameras and related security modifications	1460		500,000

Table 7-3. Capital Fund Program for Year Three.

Development Number / Name	HA	General Description of Major Work Categories	Develop Acct No.	Quantity	Total Estimated Cost
Wide Activities					
	Fairhill	Elevator Cab Car Modifications for Accessibilty	1460	4	64,000
		Total Site Specific Dwelling Unit Work Items			2,581,000
		<u>Non-Dwelling Structures</u>			
000	PHA-Wide	Modernization of Non-Dwelling Space	1470	2	200,000
093	Westpark Plaza	Modernization of Non-Dwelling Space (phase 1 of 2)	1470	3 buildings/ laundries	240,000
024	Queen Lane	Upgrade Community Space	1470	1	100,000
083	Germantown	Upgrade Community Space	1470	1	100,000
052	Passyunk	Construction of New Fleet and Administrative Facility	1470	1	7,238,782
		Total Non-Dwelling Unit Improvements			7,878,782
		<u>Non-Dwelling Equipment</u>			
000	PHA-Wide	Equipment for Security Upgrades	1475	5 Bldgs	200,000
000	PHA-Wide	Telephone Infrastructure Upgrades	1475	10 Sites	500,000
000	PHA-Wide	Computer Infrastrucure Upgrades, Computer Lab Support, PHA Office and ISM Support Services	1475	Varies	756,400
000	PHA-Wide	Community Space Furniture and Equipment	1475	Varies	50,000
000	PHA-Wide	Administrative and Field Office Furniture and Equipment	1475	Varies	50,000
000	PHA-Wide	Maintenance Equipment	1475	Varies	50,000
		Total Non-Dwelling Equipment			1,606,400
000	PHA-Wide	Demolition Costs to remove hazardous and/or collapsed buildings in response to City Inspectors	1485	5-8 Units	100,000
000	PHA-Wide	Relocation	1495.1	Varies	200,000
000	PHA-Wide	Bond Debt Service	1501		\$11,000,000
000	PHA-Wide	Contingency	1502		1,000,000
		GRAND TOTAL			\$67,446,872

SECTION 8: MANAGEMENT INFORMATION FOR OWNED AND MANAGED UNITS

This Section provides information on Philadelphia Housing Authority management performance indicators for housing units under PHA management. Data on vacancy rates, uncollected rents, work order response time and dwelling unit inspections are presented for December 31, 2002. Data through Year Two will be provided in the Annual Report.

PHA will revise the rent system and restructure the annual and interim review processes at conventional sites so that re-certifications will be conducted every three years for those families who choose market-based flat rents and every two years for those electing income-based rents. Further, as noted in other sections of the Plan, PHA intends to modify and streamline its rent calculation processes.

In addition, PHA presently has four privately managed public housing sites (Eight Diamonds, Courtyard, Spring Garden and St. Anthony's) which are held accountable through regulatory and operating agreements with PHA. PHA will have two additional private management sites added during Year Three: Martin Luther King and Schuylkill Falls. As with the current privately managed sites, PHA will hold the new private managers accountable for their performance under the term of the MTW designation, and negotiate amendments to their agreements as needed to implement elements of MTW.

PHA will also implement a Resident Satisfaction Survey (See Appendix K), that will be modeled after elements of MTW program initiatives and management performance indicators.

A. Vacancy Rates.

1. Vacancy Rates by Property as of December 31, 2002. PHA had an actual vacancy rate of 22.62% and an adjusted vacancy rate of 8.82% (these numbers include the privately managed sites). Vacancy rates for each development are presented in Appendix G.
2. Issues and Proposed Actions. PHA will continue in its efforts with Home Selection Day to assist in Vacancy Reduction by providing applicants with a wider variety of options for unit selection and assignment. PHA will continue to closely monitor the lease enforcement and compliance unit activities.
3. Target Rates: Through a comprehensive vacancy reduction plan and Sparkle Plus Program, PHA intends to further reduce vacancy rates by improving the dwelling units, common areas, the exterior appearance of these developments, and the overall quality of life of these neighborhoods.

B. Rent Collections.

1. Uncollected Rents. PHA's percentage of uncollected rent as of December 31, 2002 was 9.5%. This rate is largely due to massive revitalization activities. While revitalization activities have negatively impacted rent collection activities, Operations staff were able to minimize the increase in uncollected rent by encouraging residents with balances to enter into repayment agreements as part of the relocation process. Also, PHA's ability to collect rent was hampered by the Municipal court system and Sheriff's Department, which limited the number of evictions issued to PHA residents. This practice has been stopped and PHA can now evict more residents for non-payment of rent. Percentages of uncollected rents for each development are presented in Appendix H.
2. Issues and Proposed Actions. PHA will continue to issue the five-day notice to residents who do not pay rent on time and the resident will be personally contacted by the Manager (repeatedly, if necessary). Other initiatives PHA is considering instituting include offering incentives to residents and managers, increasing the late payment fee, installing electronic debit machines at sites, permitting residents to pay rents electronically, and developing individual site action plans for poorly performing sites.
3. Target Projection of Uncollected Rents for March 31, 2004. PHA intends to implement the aforementioned initiatives for the purposes of reducing the current rate of uncollected rent to 5.5%.

C. Work Orders.

1. Work Order Response. Appendix I provides the percentage of emergency and routine work orders responded to within the respective prescribed times.
 - Percentage of Responses for Emergencies Work Orders within 24 Hours. PHA responded to 100% of emergency work order within 24 hours as of December 31, 2002.
 - Percentage of Responses for Routine Work Orders within 30 days. PHA responded to routine maintenance work orders with an average rate of six (6) days as of December 31, 2002.
2. Issues and Proposed Actions. PHA has successfully resolved the backlog of work orders and intends to maintain current response times to emergency and routine work orders with the implementation of the Customer Response Center.
3. Target Projection for Response Times as of March 31, 2004. PHA projects that it will continue to complete 100% of emergency work orders within 24 hours and respond to routine work orders within six (6) days.

D. Inspections.

1. Description of Inspection Strategy. PHA will continue to inspect all public housing units, public areas, grounds and systems annually using the UPCS inspection protocol. Reflecting the interim modifications to the UPCS protocol, PHA will give priority for repairs to health

and safety violations and deficiencies within the units.

2. Planned Inspections for FY 2002. Appendix J provides the percentage of units inspected in Year Two. PHA projects that it will complete inspections for 100% of units during Year Three. PHA has inspected 98% of the required inspections for the period ending December 31, 2002.

D. Security

Security Issues and Proposed Actions. PHA addresses security issues with a comprehensive and aggressive strategy that not only improves security for residents, but also develops programs to improve the security and quality of life in the neighborhoods where MTW and MTW-eligible residents live.

Security Systems. New security systems have been installed at Harrison Plaza and the West Park Apartments. A system is being installed at Blumberg Apartments. Security system upgrades are planned for Fairhill, Norris, Queen Lane and Mantua Hall. PHA is in the process of developing an RFP that will solicit a consultant to oversee the entire process.

Improved Coordination with the Philadelphia Police Department. Coordination with the Philadelphia Police Department has resulted in a reduction of Part 1 and 2 crimes by 25%-30% per year at conventional sites.

Lease Enforcement and Compliance Unit. In FY 2000 PHA established a Lease Enforcement and Compliance Unit that has contributed significantly to improving the acceptance of Housing Choice Vouchers in communities since neighbors know that their complaints will be responded to and residents know that the terms of their lease will be enforced. In addition, there is now a 24-hour Lease Enforcement Hot Line, enabling violations to be telephoned into PHA Police Dispatch, and a \$250 reward for information leading to the arrest and conviction of criminal lease violation activities.

Quality of Life Program. The Quality of Life Program is an initiative designed to define and document lease obligations along with the Philadelphia Code of Regulations regarding individual conduct that will be enforced at both public and leased housing units. The overall purpose is to ensure appropriate conduct and upkeep of all public and leased units. The program includes citations for prohibited conduct, and anonymous complaint forms. A citation enforcement system has been piloted at Bartram Village, Mantua and Paschall. Based on results from Bartram, the citation process is being streamlined with the possibility of a Resident Enforcement component. Additionally, an Orientation Program will be developed for new residents, residents relocated due to modernization programs and current residents (on a periodic basis).

Community-Based Policing. PHA intends to continue the community-based policing initiative at the developments of Johnson Homes, West Park Apartments, Fairhill Apartments and Raymond Rosen. At these sites, assigned officers patrol on foot or with bicycles and can call in additional support such as Anti-Crime Teams (ACT), Take Away Guns (TAG) and Strike Teams from the Philadelphia Police Department, DEA and ATF, as needed.

Neighborhood Town Watch Groups. Assigned officers meet monthly with resident council and community representatives to identify issues and problem areas, and to provide training, support and organizational assistance to resident Town-Watch networks and patrols.

Police Advisory Board. A Police Advisory Board has been established and includes resident membership. The purpose of the Police Advisory Board is to promote partnerships between PHA Police services and the PHA community, and to provide advice and assistance in the reduction of crime.

SECTION 9: MANAGEMENT INFORMATION FOR LEASED HOUSING

Management Improvements

Two-Year Recertifications. The plan for implementation of a two-year recertification for Housing Choice Voucher residents has been completed. An informational letter is being prepared for distribution to residents affected by this change. It is anticipated that an information letter will go out to residents in early 2003. Changes have been made to the Administrative Plan and Desk Manual to reflect the two-year re-certification process.

One-Year Annual HQS Inspections. Annual inspections will start 120 days prior to the recertification date of the first year, or within twelve months of the last annual inspection, whichever comes first. The annual inspection will be completed in such a way as to distinguish deficiencies due to normal wear and tear that are the property owner's responsibility from tenant caused deficiencies. PHA will continue to inspect 100% of the units on an annual basis.

Housing Choice Ombudsman Program. In an effort to improve community responsiveness and provide accurate information on the voucher program, PHA has hired an Ombudsman and will continue implementation of its new Ombudsman program. (New MTW Year 3 Initiative)

Housing Choice Time Limits. PHA will continue its efforts to reform the Section 8 program and develop a Local Leased Housing Program that is responsive to the needs of the City and its residents. PHA will implement several significant program changes including establishing a seven-year time limit on Section 8 participation, subject to certain exemptions such as for elderly and disabled households. PHA will continue to expand its Family Self-Sufficiency program services to support Section 8 participants in moving to economic self-sufficiency.

Expedited Processing of Complaints and Hearings. PHA will implement administrative changes to expedite the processing and tracking of the Housing Choice Voucher Program related complaints and grievance hearings. These changes will facilitate the rapid, fair resolution of problem situations, helping to protect the rights of program participants while supporting strong and stable neighborhoods.

Enhanced Tenant Responsibility Training. As part of its locally leased housing MTW program initiative, PHA will require all Housing Choice Voucher Program participants to participate in Tenant Responsibility Training at both the initial lease-up and at every recertification period. This effort will help improve residents' understanding of their roles and responsibilities as good neighbors and PHA program participants.

Good Neighbors Make Good Neighborhoods Program. In 2001, PHA made a commitment of providing Housing Choice Vouchers to support families moving from homelessness and transitional housing programs to permanent housing. PHA considers the "Good Neighbors Make Good Neighborhoods" Program an expansion of its successful Family Unification Program, operated in partnership with the Department of Human Services. Through the Good Neighbors Program, 391 families have been housed. PHA will

provide 300 Housing Choice Vouchers for this program in Year Three.

Dislocated Worker. In Year 3, PHA will make approximately 150 vouchers available for the Dislocated Worker Program. This program will serve workers who are unemployed due to circumstances such as layoffs, business closings, plant relocation and mergers.

Unit-Based Leasing and Development Program. PHA will expand the supply of affordable housing by revamping and implementing comprehensive revisions to the Section 8 Project-Based program. The revisions will expand the range of funding sources and opportunities available to eligible developers, owners and community partners.

Family Program/Mobility Counseling Program. Under this program, PHA will assist applicants in finding units in non-impacted areas. PHA will offer counseling services and search assistance.

Family Program/Community Partners. In Year 3, PHA will enlist community and neighborhood organizations to address common issues and needs. PHA will engage in partnerships with community organizations to assist in providing job training; adult daycare; family budgeting; conflict resolution and other activities that will foster lease compliance. PHA will also consider the option of partnering with community groups or other non-profits to develop a limited number of hard units.

Implementation of MTW Family Agreement and Services. PHA will implement initiatives designed to improve economic self-sufficiency and other skills for Housing Choice Voucher Program participants. New and existing Housing Choice Voucher program participants will enter into an MTW Family Agreement to help ensure their successful participation in this time-limited program. All participants will be provided with enhanced Tenant Responsibility Training at time of initial lease-up and at each recertification.

In addition to information regarding their program responsibilities, participants will receive briefings and information on available training, job placement and supportive service opportunities. Program participants who receive TANF or report zero income will, as part of the MTW Family Agreement, enroll in PHA's Family Self Sufficiency program. As part of FSS, they will receive an assessment, assistance with developing an action plan, and ongoing support in meeting their action plan goals.

Table 9-1. Proposed MTW Voucher Usage in MTW Year 3.

ACTIVITY/USAGE	Dollar Allocation	Voucher Allocation	Utilization
Tenant-Based Voucher Assistance	\$112,000,000	14,700 ¹	100%
MTW Activity Vouchers			
Capital Activities (MTW Objective 2)	\$4,904,870		
Family Program including (MTW Objective 3)	\$9,266,000		
• Mobility Counseling			
• Community Partners Program			
Quality of Life Program (MTW Objective 4)	\$2,850,000		
Management Efficiencies (MTW Objective 5)	\$5,110,000		
Subtotal	\$22,130,870	1,996	100%
Total²	\$134,130,870	16,696	100%
MTW Activity Vouchers -- programs funded from turnover			
Dislocated Worker (estimated)	\$1,204,800	150 ³	
Unit-Based Vouchers (estimated)	\$1,606,400	200 ³	

¹This number represents the tenant-based leasing goal for MTW Year 3 (3/31/04)

²Baseline 16,696 MTW Vouchers
Anticipated Income @ \$134,130,870

³Turnover vouchers are included in the 14,700.

NOTE: This budget for the voucher program may require modifications to reflect changes in appropriations or to address other MTW initiatives as described in this Plan.

Other Management Initiatives related to leased housing.

- PHA intends to include in its website, an area for leased housing landlords to be able to check their HQS Inspection results.
- PHA has implemented the Landlord Fair, which is held the 4th Saturday of each month.
- PHA is currently developing the criteria for the Best Landlord Award.
- PHA also intends to require all landlords to attend IREM training.
- PHA anticipates implementing the Certified Tenant Program in February of 2003. The program is designed for Housing Assistance Program Applicants who successfully complete a skill-building program. Applicants that successfully complete the program would receive a PHA certificate of completion that recommends applicant to prospective landlords as most likely to succeed in honoring the terms of the lease.

A. Leasing Information.

1. As of December 31, 2002 PHA had a total of 18,561 vouchers (MTW vouchers =16,696; non-MTW vouchers = 879 and Moderate Rehabilitation vouchers = 986). Non-MTW vouchers are used for special purpose programs. HUD requires that these vouchers be kept separate from MTW.

2. Units under lease. As of December 31, 2002, 13,758 vouchers were leased. PHA's target

for Year 2 was 13,500. This represents an increase of 258 vouchers leased over the target.

Target Lease Rate Year 3. PHA expects to lease 14,700 MTW tenant-based vouchers by March 31, 2004 representing a 100% utilization rate for MTW tenant-based program. The balance of the remaining MTW vouchers will be used for the MTW Activity programs as described in Table 9-1. PHA also expects to achieve a 100% utilization rate for all non-MTW vouchers. PHA will meet its targets by implementing the following strategies:

- Increasing the number of affordable units available;
- Providing leased housing search assistance;
- Providing Mobility Counseling as part of the Family Program;
- Permitting applicants who were issued vouchers to lease in place if units meet minimum requirements;
- Implementing the Community Partners program as part of the Family Program;
- Adding quality units in neighborhoods meeting site and neighborhood standards in MTW agreement;
- Providing financial assistance and incentives to landlords willing to participate in the Housing Choice Voucher Program with reduced interest rehabilitation loans to improve and increase the number of dwelling units available;
- Redesigning key elements of the Housing Choice Voucher Program; and
- Implementing a Unit-based voucher program and the Dislocated Worker Program.

Plans to Ensure Rent Reasonableness, Housing Opportunities and Deconcentration of Low-Income Families.

Rent Reasonableness. PHA has established a rent reasonableness database and procedures for keeping it updated and current. Prior to approving a lease, PHA will search the database for rent comparables in order to make a rent reasonableness determination. As the Housing Choice Voucher program is further designed in FY 2003, an efficient and streamlined approach to determine reasonable rent levels will be explored.

Expanding Housing Opportunities. New options under the voucher program are intended to increase the range of housing choices available to low-income participants and promote improved utilization of housing vouchers in stable neighborhoods. The Housing Search component of the MTW Family Program will provide direct assistance to families. The new Voucher Program will also support efforts to increase the supply of affordable housing, promote housing rehabilitation, neighborhood revitalization efforts and promote homeownership opportunities for low-income households.

Deconcentration. PHA will explore alternative strategies to prevent high concentration of assisted housing units in communities. PHA will continue to study trends and patterns of communities and adopt programmatic changes that will promote economic and social diversity. PHA will also develop incentives to attract landlords with properties in non-impacted neighborhoods. Finally, PHA will acquire and rehabilitate properties to attract a broader range of mixed-incomes through targeting special populations, such as the elderly.

B. Inspection Strategy.

The following is a description of the strategy PHA will employ to ensure that guidelines are followed:

Initial HQS Inspections. Pre-inspections will be conducted on 100% of all units prior to any units being placed in the Housing Choice Voucher Program. However, to expedite the process, owners will submit a "Property Owner Certification". This certification (submitted by the landlord to PHA) will indicate that the owner has assembled the necessary documents (i.e., tax documents, deeds, etc) and the unit is ready for inspection. Once this certification is submitted to PHA, PHA will schedule an inspection within three (3) days. False statements on this form may constitute grounds for denial of participation in the Housing Choice Voucher program and potential legal action.

Annual HQS Inspections. PHA will conduct annual inspections on each Housing Choice Voucher unit. Units that fail inspections will be re-inspected within 30 days for routine items and 72 hours for units with serious conditions.

HQS Quality Control Inspections. PHA will conduct HQS quality control inspections on 10% of the total number of initial and annual HQS inspections performed annually.

HQS Enforcement. Re-inspections will be scheduled within 48 hours of being inspected for routine deficiencies and scheduled within 72 hours for emergency conditions. Owners will have up to 30 days to correct routine deficiencies. Extensions may be granted in extenuating circumstances on a case-by-case basis. Units that fail inspection for serious conditions will have up to 72 hours to repair or the HAP is abated. If units fail after the second inspection for routine or emergency repairs, the unit will be terminated from the program.

SECTION 10: RESIDENT PROGRAMS

Description of Resident Programs

The Moving to Work Family Program is designed to improve the quality of life in and around public and assisted housing by implementing a comprehensive array of family services that include economic, educational, social, and health initiatives. Services are designed so that families will reduce and eliminate their social, physical and economic isolation from the mainstream. These programs and services complement the incentives proposed for the Public Housing and Housing Choice Voucher Program. Quality of Life activities will ensure that families understand lease requirements and are equipped to positively integrate into any community where they choose to live.

The proposed comprehensive MTW Family Program will work both with residents of public housing and Housing Choice Voucher Program participants to provide the coordination of services necessary to address families' needs. These services will include such programs as specialized skills training, supportive services such as substance abuse counseling, youth and elderly programs, housing search assistance, and homeownership counseling.

New activities will complement the more than 20 existing resident programs, including the nationally recognized Pre-Apprenticeship Program and the Skills for Life youth program. The MTW Family Program will develop new partnerships and use a range of incentives to encourage successful participation and will draw on local government and non-profit resources to make additional services available. Incentives that MTW will make available include the following:

- Relief from housing related requirements such as community service requirements and annual rent re-determinations.
- Access to participation in PHA homeownership programs and other job training and service programs.
- Revised rent system.
- Revamped deductions recognizing key issues as work related expenses such as childcare and transportation.

PHA will use its MTW single fund budget flexibility in combination with other funds to provide or coordinate the provision of all services required to promote family self-sufficiency. PHA will use related non-profits to implement and operate various components of our comprehensive program. Tenant Support Services, Inc. (TSSI), which is operated by public housing residents, is keenly aware of the needs, interests and preferences of the target population, and as an independent non-profit, they have access to private and public funding sources unavailable to PHA. TSSI anticipates being able to increase its effectiveness through grants and the use of an alternate procurement plan that will be developed under the MTW program.

Comprehensive services will be coordinated through a central MTW Program Office and satellite offices, including One Stop Centers, ten Scattered Site Community-Based Management Offices, six regional Community Resource Development offices, as well as Housing Choice Voucher Program Service and Enforcement Centers. In order for any family member to participate in a PHA-operated resident service program, the family will be required, to the extent possible under

the funding source requirements, to sign an MTW Family Agreement. This strategy will ensure that each family has access to comprehensive, customized assistance to reduce social and economic isolation and support the family's move to self-sufficiency. Families interested in accessing PHA and partner services will meet with a coordinator, share information about their needs and strengths, and execute an MTW Family Agreement. Staff will link families to services designed to support economic empowerment, such as employment, job training, education, or home ownership; and quality of life enhancement, such as resident responsibility training or youth programming.

At PHA's HOPE VI and Mixed-Finance Developments, there are individual site-specific Community and Supportive Services Programs, independently provided through a direct vendor or through the private owner or management firm for the site. Residents at these sites will have access to programs operated under the MTW Family Program. Site-specific family agreements will be considered acceptable for admission to MTW Family Programs, and PHA will make efforts to establish consistent assessment tools and family agreements across its sites.

PHA will continue to meet the challenge of resource leveraging to bring high-quality services to program participants through broad strategic partnerships that are codified in Memoranda of Understanding. Over the last three years, effective programming with the support of strategic partnerships has resulted in a 7% increase in the average family income.

Among the existing partnerships that are codified in Memoranda of Understanding are the following partners:

- Philadelphia County Assistance Office
- Philadelphia Workforce Development Corporation
- Building and Construction Trades Council
- International Brotherhood of Electrical Workers
- International Union of Painters and Allied Trades
- Plumbers Local 690
- Head Start
- Small Business Administration
- Philadelphia Commercial Development Corporation
- The Enterprise Center
- African American Chamber of Commerce
- Hispanic Chamber of Commerce
- School District of Philadelphia
- City of Philadelphia, Department of Health
- United Parcel Services

Other intended partners include the following:

- NOVA (Networking of Victim Assistance)
- PCCA (Philadelphia Child Care Associates)
- JEVS (Jewish Employment and Vocational Services)
- Temple University
- Pierce College
- Community College of Philadelphia
- NOVACARE Health

Philadelphia Chapter of SHRM (Society of Human Resources Management)
Philadelphia Chamber of Commerce

Each of these partnerships will help PHA implement a comprehensive strategy for resident self-sufficiency.

PHA's Police Department's Community Relations Unit is coordinator and is overseen by the Community Resource Development and Social Services Department, where resident programs are administered. The provision of these Community Relations services is moving to a regional approach using the regional Housing Choice Voucher Program offices and the regional public housing Community Based Management offices. A broad range of supportive services will also be available at PHA's One-Stop Centers. Plans for additional Centers are currently being developed. These Centers provide services to both public housing residents and Housing Choice Voucher Program recipients and are designed to provide information and counseling on programs and services for achieving self-sufficiency.

Resident programs provided and/or coordinated by PHA include youth programs, education, life skills and employment training, and senior services.

New Resident Programs for MTW include:

- Teen Pregnancy Prevention
- Cultural Arts Program
- Drill Teams
- Shadow Programs/Mentorships
- Literacy Programs
- Career and Occupational Seminars
- Adopt-a-Development Program

Goal: Develop A Comprehensive MTW Family Program where adult members of participating families will achieve employment and educational self-sufficiency goals.

As of June 2002 two hundred and twenty-two (222) residents graduated from the Pre-Apprenticeship Building, Maintenance and Construction Training Program. Ninety-six (96) of these students have graduated and entered the construction trades. In addition, one hundred and ten (110) residents have entered the Certified Nursing Assistant (CNA) program, graduated and become employed as State certified CNA's. Overall, PHA has placed three hundred and seventy-five (375) graduates of these training programs with PHA contractors as a result of changes to the Section 3 Policy. Social and economic isolation of families will be reduced.

PHA has created partnerships with nine Family Centers, two Cultural Arts organizations, and eight Community Based Organizations, and the Explorers of the Boy Scouts of America. These organizations provide youth services for full participation in the economic and social fabric of the City of Philadelphia. PHA has also developed partnerships with nine service and economic development organizations that bring professional services to the community at the Philadelphia Housing Authority Family Self-Sufficiency Center-North. Youth will achieve higher education and/or sustainable employment opportunities.

Ninety-two percent of the Skills for Life students matriculated to the next grade level which exceeds the Philadelphia School District rate by as much as 44%. Participating families will be encouraged to work through the creation of incentives and adoption of policies that support economic self-sufficiency.

Youth receive stipends and transit passes to attend academic enrichment and career exploration programs. Adult training participants receive wages for work experience that leads to employment in the building and construction trades training program. Community receptivity to public and assisted housing residents, particularly Housing Choice Voucher Program recipients, will increase.

PHA's Moving to Work limits Housing Choice Voucher Program participation to seven years. The self-sufficiency programs designed to achieve homeownership are improving the Housing Choice Voucher Program's image among knowledgeable citizens and landlords. A new communications strategy is being developed to increase positive community awareness of the Housing Choice Voucher Program.

Goal: Develop an Employment and Training Services Program.

Residents will access employment, training and placement services that offer entry into long-term, higher skilled, employment opportunities consistent with local employer needs. Permanent unsubsidized employment, at union scale wages with benefits, resulting from certified apprenticeships in the building and construction trades program through Bureau of Apprenticeship and Training. The Section 3 compliance program produced 297 jobs, including 96 long-term construction jobs through apprenticeships. Employers will fill their workforce needs expeditiously with qualified residents.

Section 3 employers are recruiting qualified residents who are graduates of the Pre-Apprenticeship program. Additionally, area employers are accessing qualified residents through an on line system at the PHA CareerLink center.

Goal: Economic Development and Entrepreneurial Training Program.

Residents will establish their own businesses employing other residents. The number of resident-owned businesses increased by two additional businesses for FY 2002. One of the newly initiated businesses began as part of the PHA sponsored Youth Entrepreneurial Training Program. Within the program, young residents were able to attend business training classes at Temple University. Through the training program, the residents met with area business owners and developed business plans; learned about financial planning; and participated in a "revolving loan" program. Through participation in this Program, one young adult resident was able to gain the fundamental business skills and financial support to start a clothing retail business.

The community fabric is made stronger through development of home-based businesses or business in proximity to PHA developments and families. Each of the three resident businesses is home-based; thereby affording opportunities for mentoring and employment.

Goal: Housing Search Assistance.

Increase landlord participation in the Housing Choice Voucher Program, thereby increasing housing choice for participants and marketing PHA's housing resources effectively. PHA is paying Fair Market Rate rents that are attractive to prospective landlords. Provide housing opportunities in low poverty neighborhoods that offer high quality housing, education and employment.

PHA has revitalized hundreds of properties in low income neighborhoods, and developed bond financing to construct additional new homes in low-income neighborhoods. PHA is also increasing the number of mixed-income properties in its development to stabilize the social fabric of the neighborhood.

Provide support to disabled families, including the mobility impaired, to locate suitable housing in low poverty areas. PHA is working with ADAPT to create scattered site properties that are handicap accessible. PHA has a formal agreement to develop accessible units.

Goal: Homeownership.

Increase number of MTW Family Program participants who become homeowners. PHA sold 84 homes and supported housing counseling with two housing counseling agencies. Expand housing choice for low-income participants. Contribute to neighborhood stabilization through increased homeownership. PHA has well over 100 homeownership units of new housing stock under construction in four HOPE VI neighborhoods.

SECTION 11: OTHER INFORMATION REQUIRED BY HUD

This section provides documentation to HUD that the Philadelphia Housing Authority has complied with specific MTW requirements or with other HUD requirements that are mandated by other HUD regulations.

A. PHA Board Resolutions.

- Resolution Adopting Year Three MTW Annual Plan.
- Certification that Public Hearing Requirements were met.

B. Required Certifications and other submissions from which PHA is not exempted by the MTW Agreement.

- PHA Certifications of Compliance with MTW Plan Requirements.
- Form HUD-50070. Certification for a Drug-Free Workplace.
- Form HUD-50071. Certification of Payments to Influence Federal Transactions.
- Form SF-LLL. Disclosure of Lobbying Activities.

C. Submissions required for the receipt of funds.

- Form HUD-52723. Calculation of PFS Operating Subsidy.
- Form HUD-52722-A. Calculation of Allowable Utilities Expense Level.
- Form HUD-52721. Direct Disbursement Payment Schedule Data.
- Form HUD-52837. Capital Fund Annual Statement, Parts I, II, III (Formula Allocation).
- Form HUD-52837. Capital fund Annual Statement, Parts I, II, III (Replacement Housing).
- Form HUD-52673. Estimate of Total required Annual Contributions.
- Form HUD-52663. Requisition for Partial Payment of Annual Contributions.

MOVING TO WORK PLAN
PART ONE: OVERVIEW

MOVING TO WORK ANNUAL PLAN YEAR THREE OVERVIEW

Introduction

Effective April 1, 2001, the Philadelphia Housing Authority (PHA) became one of thirty-two participants nationwide in the Moving To Work Demonstration Program. Congress established the Moving To Work (MTW) Demonstration Program in the Omnibus Consolidated Rescissions and Appropriations Act of 1996. Through designation as an MTW agency, participating Housing Authorities are given substantial budget flexibility and regulatory relief in order to facilitate accomplishment of national and locally determined MTW goals.

This MTW Year 3 Annual Plan describes PHA's major plans and initiatives for fiscal year 2004, which begins on April 1, 2003. All of the MTW planned activities have been incorporated into PHA's agency-wide Strategic Operating Plan. Prior to its designation as an MTW agency, PHA prepared and published a comprehensive, agency-wide Strategic Operating Plan that provides a detailed "blueprint" for agency goals, objectives and tasks in every major area of agency operations. The Strategic Operating Plan is regularly updated to report on progress and reflect new agency initiatives including those undertaken as part of the MTW Demonstration Program.

PHA's MTW Year 3 Annual Plan is organized into three sections:

- ***Part One** provides an overview and summary of PHA's planned activities including MTW-specific and other initiatives. This section summarizes PHA's major Strategic Operating Plan initiatives, of which the MTW tasks represent a subset.*
- ***Part Two** provide statistics and narrative on a wide range of management and financial indicators as required under the MTW Agreement. This includes details on households served, waiting lists, capital plans, budgets, resident programs and other key information. A series of relevant charts and tables are included in these sections. It also incorporates required HUD forms and certifications.*
- ***Appendices** to the Annual Plan expand upon information provided in the main document and include summaries of PHA's agency-wide Strategic Operating Plan and MTW policy and program directives.*

As part of the MTW planning effort, PHA provided opportunities for resident and community review and feedback on proposed goals and objectives. At the end of each fiscal year, PHA will submit an Annual Report documenting progress made in meeting the goals and objectives specified in the MTW Annual Plan.

The remaining pages of Part One provide a summary of each of PHA's five (5) major MTW objectives and nine (9) Strategic Operating Plan goals.

MTW PRIORITY 1: REFORM THE EXISTING HOUSING CHOICE VOUCHER PROGRAM AND PUBLIC HOUSING PROGRAMS

Strategic Operating Plan Goal 1: Achieve Excellence In Property Management.

Strategic Operating Plan Goal 2: Achieve Excellence in The Management Of The Housing Choice Voucher Program And Enforce Program Compliance.

MTW Priority 1 incorporates Strategic Operating Plan Goals 1 and 2. As part of its overall Strategic Operating Plan framework, PHA has focused extensively on achieving excellence in the property management and Housing Choice Voucher program administration. In Year 3 of the MTW Demonstration, PHA will continue to utilize the flexibility of the MTW program to implement the Strategic Operating Plan goals including making additional changes and enhancements to the Housing Choice Voucher and public housing programs in order to improve voucher and public housing utilization, enhance property conditions at PHA developments, promote resident economic self sufficiency, increase program compliance by Housing Choice owners and occupants, and contribute to the deconcentration of poverty.

Strategic Operating Plan Goal 1: Achieve Excellence In Property Management.

PHA's core business focuses on providing high quality management and maintenance services to its residents including both public housing and Housing Choice Voucher Program participants. Achieving further improvements and excellence in the provision of property management services will continue to be a primary focus of PHA operations during the coming year. Major ongoing initiatives from MTW Year 1 and 2 include:

- Implementation of the staff and volunteer-driven Sparkle Plus program to improve PHA developments' curb appeal and upgrade exterior conditions.
- Performance enhancements to the maintenance delivery system resulting in rapid completion of maintenance work orders and reduction in long-term backlogs at the scattered site properties.
- Enhanced vacancy rehabilitation efforts that, combined with the Home Selection Day process, allow PHA to more efficiently reoccupy vacant housing.
- Enhanced lease enforcement to improve the quality and safety of PHA communities and Philadelphia's neighborhoods.
- Continue to ensure program compliance at alternatively management entities.

Strategic Operating Plan Goal 2: Achieve Excellence in The Management Of The Housing Choice Voucher Program And Enforce Program Compliance.

PHA's Housing Choice Voucher program provides rent subsidies to over 14,000 low-income families living throughout the City of Philadelphia. Ongoing improvement efforts that started in prior years and will continue in MTW Year 3 include:

- Establishment of a Housing Choice ombudsman to provide rapid response to community concerns.

- Improved applicant screening and enforcement of program regulations, including enhancements to PHA's investigative and complaint tracking system.
- Implementation of Tenant Integrity Program training for all program participants.
- Development of comprehensive staff training program and revised procedures manual.
- Implementation of direct deposit for Housing Choice payments.
- Start-up of a new comprehensive homeownership program to support first time homebuyers throughout the City.
- Establishment of a network of Community-Based Housing Choice Voucher offices in five locations throughout the city.
- Implementation of "Good Neighbors Make Good Neighborhoods" program to provide case management and transitional services in partnership with the City and local agencies.

PHA's initiatives under these two Strategic Operating Plan goals will continue and be expanded in MTW Year 3 as described below.

MTW Year 3 Objectives

In addition to the above-listed activities, PHA will undertake a series of MTW initiatives in Year 3 and subsequent years of the MTW Demonstration. Planning for these initiatives took place over the past two years. Unless otherwise noted, these initiatives were originally described in PHA's Year 1 and 2 MTW Plans. Major MTW Year 3 initiatives under this goal area include the following:

- *Dislocated Worker Program.* In an effort to reduce the impact of lay-offs and plant closings on low-income workers, PHA will establish a new, pilot Dislocated Worker Housing Allowance Program. The program will provide a short-term housing subsidy, job training and placement services to eligible workers. The program will be implemented in partnership with key local employment and training partners.
- *Housing Choice Ombudsman Program.* In an effort to improve community responsiveness and provide accurate information on the voucher program, PHA has hired an Ombudsman and will continue implementation of its new Ombudsman program.
- *Housing Choice Time Limits.* PHA will continue its efforts to reform the Section 8 program and develop a Housing Choice Voucher Program that is responsive to the needs of the City and its residents. PHA will implement several significant program changes including establishing a seven-year time limit in the Housing Choice Voucher Program, subject to certain exemptions such as for elderly and disabled households. PHA will also expand its supportive service, employment and training initiatives to support Housing Choice Voucher Program participants in moving to economic self-sufficiency. Housing Choice Voucher Program participants who receive Temporary Assistance to Needy Families (TANF) or report zero incomes will work with PHA staff to develop and implement a Family Economic

Development Action Plan (FEDAP) as a condition of their continued participation in the program.

- *Two Year Re-Certifications.* PHA will implement a new recertification system beginning in April 2003. Recertifications for both public housing and Housing Choice Voucher participants will occur every two years under the new system, except for public housing residents choosing market or flat rents (who will be recertified every three years). Two year recertifications may not apply to sites funded with Low Income Housing Tax Credits.
- *Good Neighbors Make Good Neighborhoods Program.* In 2001 PHA made a commitment to provide Housing Choice vouchers to support families moving from homelessness and transitional housing programs to permanent housing. PHA considers the "Good Neighbors Make Good Neighborhoods" Program as an expansion of its successful Family Unification Program, operated in partnership with the Department of Human Services. Through the Good Neighbors Program, 391 families have been housed as of December 2002. PHA will provide 300 Housing Choice Vouchers in Year Three for this program.
- *Rent Simplification.* To promote the goals of economic self-sufficiency and administrative efficiency, PHA will develop and implement a program to streamline the rent calculation system for both public housing and Housing Choice Voucher participants. PHA intends to make the new system simpler to administer and understand, reducing paperwork and administrative burdens for residents and staff. PHA also intends to modify its Administration Plan and Admissions and Continued Occupancy Policy to incorporate the simplified rent process, to address the unique needs of mixed-finance properties and to improve the overall readability and comprehensiveness of the document.
- *Mobility Counseling.* To reduce concentration of Housing Choice vouchers in poverty-impacted neighborhoods, PHA will implement an expanded housing mobility counseling program that will assist program participants in locating housing and services. All new participants as well as current Housing Choice Voucher participants who wish to move from their existing homes will be required to participate in the new mobility counseling program. PHA expects to temporarily convert a limited number of vouchers into a funding source to support the mobility counseling effort. At the end of five (5) years the vouchers will convert back so the housing resource is not lost to the community.
- *Enhanced Marketing.* PHA will increase outreach efforts to ethnic families and groups under represented in PHA's Public Housing and Housing Choice Voucher Programs.

Additional initiatives related to both the public housing and Housing Choice Voucher programs are included in the discussion of MTW Priorities 2-5 below, in the Priority One Housing Choice Voucher Reform Chart (Table 1-1) attached at the end of this Section and in Appendix B.

MTW PRIORITY 2: REVITALIZE NEIGHBORHOODS WHERE MTW AND MTW-ELIGIBLE RESIDENTS RESIDE.

Strategic Operating Plan Goal 3: Develop Affordable Quality Housing That Supports Balanced Communities.

MTW Priority 2 incorporates Strategic Operating Plan Goal 3. PHA has developed a twenty-year capital improvement strategy that provides a blueprint for capital improvements at all PHA sites. In Year 3, PHA will continue to implement the long-term capital plan to improve its infrastructure and to provide affordable housing for PHA residents. In doing so, PHA will continue to work along with other agencies and institutions to redevelop communities in a manner that generates substantial economic development impacts for PHA communities and surrounding neighborhoods.

To accomplish these objectives, PHA will continue to pursue and secure alternative funding sources. PHA's track record in this regard is exceptionally strong. PHA is currently overseeing \$715 million in large-scale HOPE VI and non-HOPE VI development projects. PHA has successfully raised \$89 million in equity from investors for Low Income Housing Tax Credit deals at ten (10) sites, in addition to \$192.3 million in General Obligation and Private Activity Bond proceeds.

As part of these efforts, PHA will also institute progressive policies to streamline administration, expedite construction and acquisition activities to increase the quality and availability of affordable housing.

Strategic Operating Plan Goal 3: Develop Affordable Quality Housing That Supports Balanced Communities.

In addition to focusing intensively on achieving excellence in property management and the administration of the Housing Choice Voucher program, PHA's core business involves developing quality affordable housing. This Strategic Operating Goal encompasses both the redevelopment of PHA communities and new development initiatives to support Philadelphia's neighborhood revitalization efforts. Major ongoing initiatives related to this goal include:

- Ongoing implementation of capital planning activities totaling approximately \$715 million.
- Ongoing acquisition efforts to expand the supply of affordable housing resources. During Years 1 and 2 PHA acquired Suffolk Manor, and Mt. Olivet and various scattered site properties providing approximately 350 affordable housing units.
- Focus on marketability of existing and new properties. In Years 1 and 2, PHA developed guidelines to better serve the market. These marketing strategies included developing units with amenities to compete with units in the private sector. PHA will continue to implement other strategies to better serve the needs and desires of the community it serves.
- Enhancements to the Project Based Voucher Program. PHA is finalizing revisions to the Project Based RFP that will significantly modify and expand this program during MTW Year 3. In recognition of the need to provide additional affordable housing units, PHA will partner with community-based organizations to develop

new project-based units. PHA's intent is to expand the range of financing tools available under the program to include all MTW resources.

- Promote affordable homeownership including 5-H, Turnkey III, Housing Choice Voucher Program, mixed-finance and HOPE VI related homeownership initiatives. PHA expanded these efforts over the past year, and will continue to focus on homeownership counseling and sales in Year 3 of MTW.
- Secure additional financing to redevelop existing PHA communities and leverage existing PHA resources. During Years 1 and 2 PHA leveraged a total of \$285 million in new funding through HOPE VI, low-income housing tax credits and government special purpose revenue bonds. Through alternative funding streams, PHA was able to provide redevelopment financing for Tasker, Richard Allen, Cambridge, Mill Creek, Wilson Park, Martin Luther King Plaza, Schuylkill Falls, Raymond Rosen and Blumberg Apartments.

PHA's initiatives under this Strategic Operating Plan goal will continue and be expanded in MTW Year 3 as described below.

MTW Year 3 Objectives

- *Revitalization Initiatives.* PHA will continue and expand its large-scale physical revitalization efforts at public housing and other sites around the City. PHA is currently overseeing \$715 million in large-scale HOPE VI and non-HOPE VI development projects. PHA's extensive capital improvement activities are described in Section 7. Some of the major activities planned for the period covered by this Annual Plan include the possible demolition of up to 374 scattered-site properties and possible demolition of up to 470 units at Abbottsford; commence construction at Tasker Homes, Mill Creek, Mt. Olivet, Whitehall, Hill Creek, Passyunk, and Cambridge II; and, continued construction and reoccupancy activities at Martin Luther King, Schuylkill Falls, Suffolk Manor, Richard Allen III, Wilson Park III, Blumberg III, and Cambridge I.
- *Project-Based Program.* PHA will implement changes to the Housing Choice Voucher project-based program that will expand program options by providing either voucher or operating subsidy to eligible partners and projects that add to the stock of quality housing and support neighborhood revitalization efforts. PHA intends to issue a revised Unit-Based RFP that more closely conforms to the MTW agreement and overhauls the approach to providing operating support and, where appropriate capital dollars. The RFP will allow qualified partners to request Housing Choice Vouchers, ACC or other funds available from PHA for repair, rehabilitation or construction of hard units for neighborhood revitalization efforts.
- *Community Partners Program.* To complement the unit-based development program described above, PHA is also developing a Community Partners Program (CPP). PHA will issue an RFP to solicit participation in the provision of services to both PHA families (Public Housing or Housing Choice Voucher) and other MTW eligible families in the neighborhoods where PHA has units or is providing assistance. The CPP will focus on funding a range of neighborhood appropriate supportive services including but not limited to: child-care, transportation, job training, activities that foster lease compliance and mobility counseling. The RFP will be tailored to target participation by community associations, non-profits at work in the neighborhoods, non-profits servicing special populations, church affiliated non-profits, and others. Vouchers will be set-aside and temporarily converted into a funding source. (At the

end of five (5) years the vouchers will convert back so the housing resource is not lost to the community.) PHA will also make a limited number of vouchers available for hard unit subsidy opportunities.

- *Affordable Homeownership.* PHA will expand its homeownership activities to create quality, affordable homeownership opportunities for public housing residents, Housing Choice Voucher participants, and other low-income residents. PHA will expand its recently implemented Housing Choice Voucher Homeownership program, opening it up to all Housing Choice Voucher Family Self-Sufficiency program participants. PHA will also implement enhanced housing counseling services designed to help residents with budget, credit repair and other activities designed to support successful homeownership. (Some of these services will be provided directly by the PHA or through the CPP.) Eligibility and intake procedures have been revised for all of the homeownership programs. PHA will implement an intake and processing system that incorporates all of PHA's homeownership programs under one umbrella. Programs include 5(h), Turnkey III, HOPE VI and Housing Choice Voucher and mixed-finance homeownership programs.
- *Replacement Housing.* PHA will continue its efforts to increase housing opportunities through implementation of its Replacement Housing Policy. The policy focuses on four strategies to acquire property: (1) acquisition through purchase of single family scattered sites, foreclosure by institutional lenders of single family residential buildings and purchase of multi-family residential buildings; (2) reuse of ACC subsidy to affordable housing projects; (3) provision of capital funds to affordable housing projects; and (4) neighborhood redevelopment projects.

MTW PRIORITY 3: DEVELOP A MTW FAMILY PROGRAM TO FURNISH COMPREHENSIVE FAMILY SELF-SUFFICIENCY SERVICES TO ELIGIBLE MTW FAMILIES.

Strategic Operating Plan Goal 5: Engage Other Institutions to Leverage Resources and Assist In Promoting Economic Enhancement and Support Services for PHA Residents.

Strategic Operating Plan Goal 9: Expand Inter-Governmental Initiatives to Enhance the Ability of PHA to Deliver Sound and Effective Public Services.

MTW Priority 3 incorporates Strategic Operating Plan Goals 5 and 9. These goals address PHA's commitment to expanding opportunities and services to residents in support of increased economic self-sufficiency and family independence. In Year 3 of the MTW Demonstration Program, PHA will implement a series of initiatives in support of these goals including modifying the Housing Choice Voucher Program to incorporate a new MTW Family Agreement. Families receiving Temporary Assistance for Needy Families (TANF) and households reporting zero income will be the first to enroll in PHA's Family Self Sufficiency program to assist them in developing and achieving self-sufficiency objectives. PHA's successful MTW initiative to create a "One Stop" Family Self-Sufficiency Center at Blumberg Apartments will be expanded to incorporate at least one new program site serving more families in Year Three. PHA will also continue a wide array of direct program services and partnership activities in the areas of education, employment, training, child development, child care and other supportive services.

Strategic Operating Plan Goal 5: Engage Other Institutions to Leverage Resources and Assist in Promoting Economic Enhancement and Support Services for PHA Residents.

This Strategic Operating Plan Goal focuses on building partnerships to support resident economic self-sufficiency and family independence. Extensive activities that began in MTW Years 1 and 2 will be continued and expanded in Year 3. Major ongoing initiatives related to this goal include:

- Identify and secure additional supportive service program funds. In the last fiscal year, PHA secured an additional \$20.8 million in funding to enhance resident-oriented programs.
- Create additional “One Stop” employment and training services.
- Implement career-oriented training and placement programs including the Pre-Apprenticeship Training Program, Certified Nursing Assistant and Pharmacy Technician training programs.
- Implement youth development activities to support career development and healthy life choices that now serve approximately 670 youth annually.
- Expand resident access to health care and childcare services.
- Expand resident access to technology services including establishment of on-site and mobile computer labs.
- Involve public housing and community residents in volunteer activities to improve PHA communities including the Clean Sweep program.

Strategic Operating Plan Goal 9: Expand Inter-Governmental Initiatives to Enhance the Ability of PHA to Deliver Sound and Effective Public Service.

This Strategic Operating Plan Goal stresses the importance of collaborations with other government agencies to promote PHA’s overall mission. Examples of successful collaborations in this area that will extend to MTW Year 3 are numerous and include:

- Establishment of the “Good Neighbors Make Good Neighborhoods” program in conjunction with the City of Philadelphia.
- Development of working relationships with the Philadelphia Police Department and the City in support of PHA’s Community Life Improvement Plan (CLIP) and Quality of Life programs.
- Financial support for PHA’s employment and training initiatives provided by the State of Pennsylvania.
- Provision of extensive financial support for PHA revitalization activities through commitment of Low Income Housing Tax Credits by the State of Pennsylvania.

MTW Year 3 Objectives

During MTW Year 3, PHA will build on and expand initiatives begun during the first two years of the demonstration program. Major MTW Year 3 initiatives under this goal area include:

- *Expansion of "One Stop" Family Self-Sufficiency (FSS) Centers.* PHA opened its first Family Self-Sufficiency Center at Blumberg during MTW Year 2. Residents of public housing, the Housing Choice Voucher program and the wider neighborhood can come to the Center to receive extensive assistance in obtaining a job, job training, and supportive services. The Center houses a wide range of PHA and PHA partner programs including the Ramsey Educational Development Institute, the Career Link program, GED classes, computer skills development, homeownership counseling and the FSS program. In Year 3, PHA will expand this program including identifying and commencing work on a second Family Self-Sufficiency center.
- *Implementation of MTW Family Agreement and Services.* New and existing Housing Choice Voucher program participants will enter into an MTW Family Agreement to help ensure their successful participation in this time-limited program. All participants will be provided with enhanced Tenant Responsibility Training at time of initial lease-up and at each recertification. In addition to information regarding their program responsibilities, participants will receive briefings and information on available training, job placement and supportive service opportunities. Program participants who receive TANF or report zero income will, as part of the MTW Family Agreement, will work with PHA staff to develop and implement a Family Economic Development Action Plan (FEDAP) as a condition of their continued participation in the program. The FEDAP will include required self-sufficiency goals that will be reviewed on a periodic basis to ensure compliance.

See also the discussion of the Community Partners Program and Two-Year Recertification initiatives described above. These initiatives are also directly related to this MTW area.

MTW PRIORITY 4: ESTABLISH A QUALITY OF LIFE PROGRAM TO PROMOTE A LIVING ENVIRONMENT THAT FOSTERS COMMUNITY VALUES, ENCOURAGES RESIDENT PARTICIPATION AND POSITIVE PEER GROUP PRESSURE, AND REINFORCES THE RESPONSIBILITIES OF PUBLIC HOUSING RESIDENTS, VOUCHER AND LANDLORD PARTICIPANTS, AND THE PHA TO ONE ANOTHER AND TO THE BROADER COMMUNITY.

Strategic Operating Plan Goal 4: Implement Public Safety Programs That Promote The Well Being of Our Neighborhoods and the Accountability of Program Participants.

MTW Priority 4 incorporates Strategic Operating Goal 4. As part of its overall Strategic Operating Plan Framework, PHA has focused extensively on improving the quality of life for PHA residents and Housing Choice Voucher participants and others in the communities where they live. Extensive efforts have been made to improve the safety of PHA developments through collaborations with residents, the PHA Police Department and the Philadelphia Police Department. Also, PHA has implemented a Quality of Life program along with a range of other program initiatives to ensure that PHA program participants are aware of, and in conformance with, all relevant program regulations and local ordinances. PHA has also expanded efforts to improve responsiveness to community concerns regarding the impact of the Housing Choice Voucher Program on Philadelphia's neighborhoods. In Year 3 of the MTW Demonstration, PHA will continue to use the flexibility of the MTW program to focus on these issues.

Strategic Operating Plan Goal 4: Implement Public Safety Programs That Promote The Well Being Of Our Neighborhoods and the Accountability of Program Participants.

This Strategic Operating Plan Goal focuses on implementing effective public safety programs that incorporate active roles for residents and law enforcement agencies. In addition to enhancing security at public housing developments, PHA has emphasized the importance of lease enforcement and resident responsibility in promoting public safety. Significant ongoing initiatives in this area that will continue during MTW Year 3 include:

- Establishment of site-based policing teams at many PHA conventional sites on a sixteen-hour per day basis.
- Administration of criminal record checks on all applicants and household members.
- Implementation of internal COMPSTAT crime statistics meetings similar to those used by the City of Philadelphia Police Department to facilitate continuous review and response to public safety issues.
- Improved coordination between PHA Police Department, resident groups and other law enforcement agencies including the Philadelphia Police Department.
- Implementation of Quality of Life programs with clear guidelines and sanctions incorporating PHA lease violations and local ordinances.
- Enhanced lease enforcement activities at PHA family and senior developments.
- Implementation of expedited complaint and investigation processing procedures for public housing residents and Housing Choice Voucher recipients.
- Implementation of the D.A.R.E. and G.R.E.A.T. programs to incorporate health and public safety concerns into youth programs.
- Support for resident-police partnerships through establishment of a Police Advisory Board and development of Town Watch programs.
- Installation of physical security enhancements at PHA sites.

MTW Year 3 Objectives

In addition to the above-listed activities, PHA will undertake a series of MTW initiatives in Year 3 and subsequent years of the MTW Demonstration Program in support of this goal area. A number of these initiatives impact multiple MTW and Strategic Operating Plan goal areas and include:

- *Expansion of Quality of Life Program.* PHA will expand its Quality of Life Program to several new sites during the next year. The Program is designed to integrate families into the communities where they live, whether they are public housing or voucher recipients. The objective of the program is to improve the quality of life for all PHA residents and the surrounding communities through a collaborative effort focused on creating an environment that fosters community values, encourages resident participation and positive peer group pressure, and reinforces the responsibilities of all. The program incorporates resident responsibility training,

lease enforcement, local code enforcement, public safety and community policing activities.

- *Expedited Processing of Complaints and Hearings.* PHA will implement administrative changes to expedite the processing and tracking of the Housing Choice Voucher Program related to complaints and hearings. These changes will facilitate the rapid, fair resolution of problem situations, helping to protect the rights of program participants while supporting strong and stable neighborhoods.
- *Enhanced Tenant Responsibility Training.* As part of its local leased housing MTW program initiative, PHA will require all Housing Choice Voucher Program participants to participate in Tenant Responsibility Training at both the initial lease-up and at every recertification period. This effort will help improve residents' understanding of their roles and responsibilities as good neighbors and PHA program participants.
- *Security Enhancements to PHA Properties.* As noted in the Capital Improvement summary included in this Annual Plan, PHA will continue to implement security related capital improvements at a wide range of PHA properties, and especially at family high rises.
- *Revisions to the Voucher Administration Plan, Lease Policy, and Admissions and Continued Occupancy Policy (ACOP).* As part of a broader effort to improve the Housing Choice Voucher Program, Lease, and ACOP, these documents will be significantly revised during Year 3 to include, among other things, provisions consistent with the Quality of Life program requirements, and Low-Income Housing Tax Credit funded properties.
- *Required Landlord Training.* PHA intends to develop a program for the landlords of the properties associated with the Housing Choice Voucher Program, which will include training by professionals from the Institute of Real Estate Management (IREM), as well as training provided by PHA regarding local property management issues, city code compliance, lease enforcement, and community responsibilities.

MTW PRIORITY 5: ESTABLISH EFFICIENT OPERATING PROCEDURES AND IMPLEMENT COST-SAVING STRATEGIES.

Strategic Operating Plan Goal 6: Improve the Productivity and Cost Effectiveness of PHA's Operations.

Strategic Operating Plan Goal 7: Improve Program Compliance, Reporting, Performance and Accountability.

Strategic Operating Plan Goal 8: Maximize the Use of Technology to Improve the Efficiency and Accountability of PHA Operations.

MTW Priority 5 incorporates Strategic Operating Plan Goals 6, 7 and 8, which focus on achieving operating and programmatic efficiencies throughout the Philadelphia Housing Authority. The Strategic Operating Plan Goals of establishing efficient operating procedures, implementing cost saving strategies, and maximizing the use of technology to

improve operational efficiency are more critical than ever as PHA strives to achieve maximum outcomes from limited resources. In Year 3 of the MTW Demonstration Program, PHA will continue implementation of a series of improvement initiatives begun during the first two years of the program.

Strategic Operating Plan Goal 6: Improve the Productivity and Cost Effectiveness of PHA's Operations.

Major ongoing initiatives related to this goal that will be continued during MTW Year 3 include:

- Improvements to PHA Staff Recruitment, Retention and Evaluation Process.
- Implementation of continuous staff training programs including property management training provided by the Institute for Real Estate Management.
- Implement Warranty-Tracking Improvement Plan.
- Implement Supply Chain Improvement Plan.
 1. Conduct Supply-Chain Value Assessment.
 2. Complete Process Re-Engineering.
 3. Complete Strategic Sourcing Initiatives.
 4. Implement Procurement.
- Continuous review of options related to Insurance/Liability coverage.
- Implementation of a Utility Management Savings Plan.

Strategic Operating Plan Goal 7: Improve Program Compliance, Reporting, Performance and Accountability.

Some of the key initiatives in place and scheduled for continuation under this goal area include:

- Development of asset management protocols for Alternatively Managed Entities.
- Establishment of site-based management plans for all PHA/Mixed-Finance properties.
- Implementation of internal procedures to track and follow up on internal and external audits and studies.
- Improvements to contract monitoring, reporting and record keeping systems.

Strategic Operating Plan Goal 8: Maximize the Use of Technology to Improve the Efficiency and Accountability of PHA Operations.

PHA initiatives related to this goal area include the following ongoing initiatives:

- Creation of Lotus Notes reporting and tracking system for all Strategic Operating Plan tasks.
- Implementation of PeopleSoft Enterprise Resource Planning (ERP) System.

- Planning for implementation of Customer Response Management and portal applications.
- Implementation of Call Center technologies.
- Implementation of extensive staff training in computer hardware and software systems.

MTW Year 3 Objectives

PHA will continue and expand these initiatives during MTW Year 3. Significant planned initiatives related to this goal area include the following:

- *Streamline Rent Calculation System.* To promote the goals of economic self-sufficiency and administrative efficiency, PHA will develop and implement a program to streamline the rent calculation system for both public housing and voucher participants. PHA intends to make the new system simpler to administer and understand. In Year Three, the program details will be finalized in order to allow PHA to explore “standard deductions” in lieu of existing deductions, but without a requirement for extensive documentation. In addition PHA will explore using a rent schedule in place of income-based rents to further simplify the rent calculation process.
- *Enterprise Resource Planning (ERP) and the Customer Response Management Applications.* PHA will identify additional areas for increased productivity and cost effectiveness including the continued implementation of the Enterprise Resource Planning and the Customer Response Management applications; automation of processes in the Housing Assistance Payments program; payroll, requisition and purchase order systems; and enhanced staff recruitment and training programs.
- *Feasibility of Contracting through Energy Services Contractors (ESCOs).* PHA contracted with two firms to perform energy audits on public housing units. In Phase I, the audits examined PHA water, gas and electric consumption. In addition, building systems were analyzed to identify improvements that can be made to reduce energy use. PHA will review and assess the report results and determine whether to proceed with an ESCO approach. PHA will, as appropriate, incorporate the audit recommendations into its capital and maintenance plans.
- *Revise Procurement Policies.* The Philadelphia Housing Authority (PHA) issued our guidelines in MTW Year 2. The plan has been enhanced to include the criteria for qualification and selection of developers for redevelopment projects and the policy for subsidiaries. Planned enhancements are detailed in Appendix B of this Plan. Furthermore, PHA is moving forward with implementation of the revised policies and the supply chain management initiative.
- *Reformulation of Public Housing Units.* PHA intends to combine (reformulate) portions of three developments in terms of the HUD assigned numbers for public housing sites and units. PHA will initiate two requests to HUD for reformulation: (1) Richard Allen III and Cambridge I and II will be combined under one site number, with a request for sub-numbers for each of the developments; and (2) PHA’s scattered sites will be reformulated from sixteen (16) into ten (10) separate numbers. Richard Allen III, Cambridge I and II are effectively contiguous, mixed-

finance developments. Reformulation of these properties would result in: (1) unified record-keeping and reporting for tax credit and bond funding purposes; and (2) management and staffing efficiencies such as shared management with a single tax-credit experienced manager. PHA owns approximately 8,000 scattered site properties in the City of Philadelphia. The management of these properties and the consistency of service for them can be improved with the reformulation.

* * *

The following Table (1-1) provides a more detailed description of PHA's Voucher Reform activities in support of MTW Priority 1 and Strategic Operating Goals 1 and 2.

Table 1-1. Philadelphia Housing Authority's MTW Priority One Housing Choice Voucher Reform Chart

Task	Major Task Areas	Target Start Date
Implement Dislocated Worker Housing Allowance Program	<ul style="list-style-type: none"> Develop program model and description. Assess implementation issues and develop implementation strategy. Resident review. Process approvals of plan. Establish local preference category and waiting list procedures. Establish partnerships for provision of eligibility certification, training and employment services. Identify PHA staff who will have program responsibility. Develop forms and procedures for program administration. Identify and implement information system modifications. Modify Administrative Plan. Develop briefing materials and methodology for program start-up. Sign up first participants. 	5/03
Expand Affordable Homeownership	<ul style="list-style-type: none"> Develop implementation plan for incorporation of intake and processing for all Homeownership programs under one umbrella: 5H, Turnkey III, HOPE VI, Mixed-Finance and Housing Choice Vouchers. Develop modified forms and procedures as needed. Expand program to provide Section 8 Homeownership assistance to 50 families. Implement homeownership sales at HOPE VI/ Mixed-Finance sites. Continue expansion of 5-H sales program. Identify program issues and develop resolution strategy. 	In process
Enhance Mobility Counseling Efforts	<ul style="list-style-type: none"> Develop program to support Housing Choice participant moves to non-impacted areas and promote program to owners in areas with few or no Housing Choice units. Issue RFP for community partners to assist in housing counseling and mobility efforts. Provide mobility counseling and enhanced briefing to all new participants and existing residents who intend to move from current unit. 	6/03
Diversify Locations of Housing Choice Voucher Units	<ul style="list-style-type: none"> Develop program to increase number of quality units in non-impacted neighborhoods with few or no current Housing Choice (Section 8) units. Link marketing efforts to Mobility Counseling program. Provide financial assistance and incentives to landlords willing to participate in program including sub-market payment standards. 	6/03
Assess Landlord Loan Program	<ul style="list-style-type: none"> Assess feasibility of implementing a Neighborhood Based Rehabilitation Loan Program for current and prospective Section 8 landlords. 	9/03
Expand Unit Based Assistance	<ul style="list-style-type: none"> Establish a unit-based assistance program to promote increased utilization of unit-based housing vouchers. Issue new RFP for interested owners and developers. Solicit and evaluate proposals. Enter into contracts with selected owners and developers. 	7/03

Table 1-1. Philadelphia Housing Authority's MTW Priority One Housing Choice Voucher Reform Chart

Task	Major Task Areas	Target Start Date
Implement Improved Community Relations and Housing Choice Ombudsman Initiatives	<ul style="list-style-type: none"> Define ombudsman role and procedures to expeditiously resolve all Housing Choice Voucher inquiries/requests from residents, neighbors, city and community officials. Hire qualified staff. Implement outreach and intake activities. Track response to community and participant inquiries and complaints. Establish Citizen Advisory Board to address assisted housing issues. Establish contracts with non-profit agencies to provide job training, counseling and other supportive services. 	Ombudsman has been hired. First Citizen Advisory Board meeting has been held.
Expand CLIP and Quality of Life Programs	<ul style="list-style-type: none"> Promote quality of life ordinances and a good neighbor policy in conjunction with the City of Philadelphia. Enforce sanctions and fines for Quality of Life program in coordination with Managing Director's Office. Refine roles of PHA police department and Philadelphia Police Department. Identify and expand Drug Free Zones. 	In process
Expand "Good Neighbors Make Good Neighborhoods" Program	<ul style="list-style-type: none"> Additional vouchers allocated to expand number of families served. Continue City provision of case management and supportive services. Continue tracking of program participation. Ensure appropriate linkages with Quality of Life and Community Life Improvement Program (CLIP) programs. 	In process-Vouchers allocated
Expedite Processing of Terminations, Informal Hearings and Complaints	<ul style="list-style-type: none"> Develop plan to expedite process of informal hearings and response to community complaints. Revise policies and procedures on informal hearings and terminations. Incorporate Ombudsman as appropriate into revised procedures. Implement complaint-tracking system with rapid turnaround standards. Identify Housing Choice Voucher staff responsible for conducting and officiating over informal hearings. Modify Administrative Plan, forms and Desk Manual as needed. 	2/03
Implement Housing Choice Voucher Time Limits (7 Year)	<ul style="list-style-type: none"> Develop new guidelines including exempt households. Prepare implementation strategy. Process approvals of implementation plan. Prepare changes to Administrative Plan, forms and Desk Manual. Prepare and distribute notices to all residents. Incorporate time limit information into briefing sessions. Implement information systems tracking. Train staff on revised procedures and requirements. 	4/03

Table 1-1. Philadelphia Housing Authority's MTW Priority One Housing Choice Voucher Reform Chart

Task	Major Task Areas	Target Start Date
Establish Mandatory Owner Training Program	<ul style="list-style-type: none"> Develop a training program for landlords who participate in the Housing Choice Voucher Program in order to ensure compliance with applicable laws and maintenance of housing quality standards. Develop landlord orientation program curriculum. Prepare training information materials. Develop marketing strategy to recruit landlords for program. 	6/03
Conduct Affirmative Marketing to Owners and Applicants	<ul style="list-style-type: none"> Develop plan for improved outreach and access to all population groups. Conduct workshops in Fair Housing Education targeted for low-income and minority families. Expand landlord outreach and participation by continuing the success of the Landlord/Tenant sufficiency and service plans for the entire Advisory Board, and the establishment of outreach materials such as Internet and video packages. 	In process
Implement MTW Family Program	<ul style="list-style-type: none"> Identify requirements for MTW Family Program participation for all Housing Choice participants. Develop MTW Family Agreement. Develop and implement core services for participants including TANF recipients. Implement enhanced Tenant Responsibility Training for new and current program participants. Identify partners and collaborative working relationships (MOUs). Notify residents of program opportunities and requirements at recertification and program enrollment. Modify Administrative Plan, Desk Manual, forms and procedures as needed. 	4/03
Expand Self Sufficiency One-Stop Centers	<ul style="list-style-type: none"> Continue and expand operations at Blumberg Family Self Sufficiency Center. Develop plan for implementation of a second One-Stop center. 	In process
Expand Employment & Training Services	<ul style="list-style-type: none"> Continue and expand comprehensive employment and training service program including existing Pre-apprenticeship Training and Certified Nursing Assistance Training. Identify and develop collaborative agreements with additional programs and partners. Conduct outreach to employers. Created computerized assessment, training and placement program. 	In process
Expand Economic Development Initiatives	<ul style="list-style-type: none"> Continue and expand entrepreneurial training and business development efforts. Develop follow-up and supplemental support and training component. Develop collaborative agreements with additional local and national partners. 	In process

Table 1-1. Philadelphia Housing Authority's MTW Priority One Housing Choice Voucher Reform Chart

Task	Major Task Areas	Target Start Date
Implement Simplified Rent System	<ul style="list-style-type: none"> Develop financial models to assess impact on resident and PHA finances. Assess implementation issues and strategies associated with each model. Resident review. Process approvals of plan. Modify Admissions and Occupancy (A&O) policies. Modify Procedures Manual and forms. Identify and implement software and programming to support revised process. Conduct staff training. Develop resident briefing materials and implementation methodology. 	6/03
Streamline Recertification Process	<ul style="list-style-type: none"> Develop plan for two year recertification. Modify Administrative Plan, Desk Manual and program forms as needed. Prepare resident notification letter. Conduct resident briefing sessions. Conduct staff training on revised procedures. Identify and implement software and programming changes for two year recertification. 	4/03
Implement Direct Deposit of Participant Utility Payments	<ul style="list-style-type: none"> Assess feasibility of direct deposit in conjunction with local banks. Determine whether direct deposit will be mandatory. Develop computer system modifications to accomplish direct deposit. Provide notification to resident. Modify forms, procedures and Desk Manual as needed. 	5/03
Implement Inspection Enhancements	<ul style="list-style-type: none"> Complete 100% of annual, pre-contract, move-in and quality control inspections. Utilizing hand-held technology enable landlords to check HQS inspection results on PHA website. 	Ongoing
Revise Waiting List Procedures	<ul style="list-style-type: none"> Develop program modifications to allow PHA to refer applicants on the public housing waiting list to Project-Based Housing Choice Voucher owners. Establish criteria for eligibility to move from project-based program to tenant-based program. Develop procedure for conversion to tenant based voucher after one year in the project-based voucher program. Modify Administrative Plan, forms and Desk Manual as needed. 	3/03

MOVING TO WORK PLAN
PART TWO

MOVING TO WORK PLAN
APPENDIX C

APPENDICES

Appendix C: Senior Housing Designation Plan

**There were no
documents
under to tab**

MOVING TO WORK PLAN
APPENDIX D

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
James Weldon Johnson House PA002001	555 Family	Renovations to existing units and heating distribution system planned. Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Tasker Homes PA002002 PA002008	951 Family	Construction of approximately 554 new dwelling units, may include a community center and recreational park, workforce development center (for joint use by PHA and non-PHA residents), and a commercial/retail center on-site. Bond-financing LIHTC mixed-finance development. Phase I Construction to start in 2003	Potential disposition application to be submitted to HUD for approx. 600 dwelling units.	72 elderly units proposed. 2003 Senior Housing Designation Plan.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Up to half of the units may be available for homeownership. Section 32 of the USHA of 1937. Homeownership through conventional sale, lease purchase and Housing Choice vouchers.
Richard Allen Homes PA002003	150 Units completed; 178 Units under construction.	HOPE VI Site: Revised Plan approved by HUD. 178 dwelling units and a community center under development along with modernization of a maintenance building. 178 units will be completed in 2003	Potential disposition to RDA and/or PHA wholly owned subsidiary and/or private owner. Disposition application approved for Phase III. Long-term lease to RDA and limited partnership RA, Phase III, L.P. for construction of 178 residential units and one multi-purpose building.		Conversion of two dwelling units to management office pending. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Includes 15-year tax credit and lease purchase homeownership components.
Raymond Rosen On-Site PA002010	356 Family.	Rehab underway on 308 existing townhouse units. Construction underway on 47 new infill units, along with management/community space renovations. Modify up to 40 units to make them accessible for mobility impaired.				

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Wilson Park PA002013	741 Family, Low-rise, Elderly, High-rise	Rehab of 153 low-rise units. Management/community space renovations.		High-rise designated for Elderly or Elderly and Disabled 2003 Senior Housing Designation Plan	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Norris I Apartments PA002014	157 Family High Rise, 68 Family Low-Rise.	Under consideration as HOPE VI joined with neighboring Scattered Sites. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers
Harrison Plaza PA002015	300 Family High and Low Rise	Balcony repairs, unit rehab, lobby renovations, low-rise kitchen and bathroom renovations and 504 accessibility accommodations.				Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Cambridge Plaza PA002016	124 low-rise dwelling units with 44 units under construction. 40 units scheduled for construction around August 2003.	Section 202 Site under consideration as HOPE VI Project. Activities underway as Mixed-Finance development, 124 on-site units planned. LIHTC approved to build 44 units in Phase I and 40 units for Phase II on-site rental.	Additional disposition applications and conveyances to RDA and/or PHA wholly owned subsidiary and/or private owner may be required for Phase II and III.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Mill Creek Apartments PA002017 PA002041	179 Family High Rise, 265 Family Low-Rise Units	Section 202 Site. HOPE VI project site. LIHTC application submitted for site work and construction of on-site and off-site homeownership and rental units. Construct and rehab 480 new units on-site and off-site.	HOPE VI demolition grant awarded. High-rises demolished per Section 202. Section 18 demolition for all low-rises.	Elderly designation for 180 units 2003 Senior Housing Designation Plan	Implementation of Section 202 for high-rises through HOPE VI.	Homeownership through conventional sale, lease purchase and Housing Choice vouchers.
Arch Homes PA002018	77 Family	Replace Sidewalk.				
Spring Garden Apartments PA002020	203 Family	Heating distribution renovations and environmental abatement scheduled.				
Schuylkill Falls PA002021	300 Units Proposed: 135 subsidized rental units, 135 homeownership units, and 30 market-rate rental units.	Hope VI Site: Revitalization Plan Approved. Demolition is almost complete. 300 Dwelling Units will be developed. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units. Phase I, 135 rental units under construction.	Demolition is complete for Phase I. Potential disposition application for a portion of the site may be submitted.	50 units proposed for elderly designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership proposed for 135 Units, using essential elements of Nchemiah, 5(h)/Section 32 of USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Liddonfield Homes I PA002023	412 Family Low Rise	Potential site for revitalization through HOPE VI application, bond-financing as alternative site, and/or mixed-financing. New addition to community building. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Potential demolition application will be submitted for site approval. Potential disposition may be submitted in connection with LIHTC process.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership components will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Queen Lane I Apartments PA002024	120 Family	Possible candidate for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Potential demolition and disposition applications may be submitted for a portion of site.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice
Hill Creek Apts I & II PA002029 PA002038	334 Family	34 unit rehab underway. Potential site for revitalization through bond-financing as alternative site, and/or mixed-financing.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Five units deprogrammed for Health Center; 2 units combined into one unit. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Abbottsford Homes PA002030	700 Family Units	Rehab or new construction of balance of units (470). Completion ongoing for units under construction. Possible site of additional redevelopment including commercial space.	Possible demolition of up to 470 units in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development and commercial development.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Under Consideration: Section 32 of the USHA of 1937.
Bartram Village PA002031	492 Family Units	Renovation completed.			Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Oxford Village PA002032	200 Mixed	Potential site for revitalization through HOPE VI application, bond-financing as alternative site, and/or mixed-financing.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Under Consideration: Section 32 of the USHA of 1937.
Whitehall Apartments I PA002034	188 Family	Renovation of 30 dwelling units underway. Potential site for revitalization through HOPE VI application, bond-financing as alternative site, and/or mixed-financing.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Haddington Homes PA002035	150 Family					
Martin Luther King Plaza PA002036	247 Units	Hope VI Site of 247 Units; Revitalization Plan Approved; Tax Credit Application approved. Develop and implement Acquisition Plan for scattered site parcels. Acquisition application submitted for RDA properties for off-site portion of project. On-site infrastructure work commenced on September 2001; first and third phase is under construction. LIHTC awarded for site work and construction of on-site and off-site rental units for Phase IV.	Potential disposition applications for portion of site to developer may be submitted.		Implementation of Section 202 through HOPE VI. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	109 Homeownership Units Under Consideration: HOPE VI Program using essential elements of Neheniah, 5(h)/Section 32 of USHA of 1937.
Morton Homes PA002037	65 Elderly					

Appendix D: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Westpark Apartments PA002039	325 Family High-Rise Units	New Management space, balcony repairs, heat risers, site improvements, lobby improvements, security, exterior masonry repairs, and, landscaping plan.			Reduced by 54 Unit Conversions. Two units converted to management offices. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Norris II Apartments PA002040	101 Family Units	Under consideration as HOPE VI in conjunction with neighboring Scattered Sites. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Champion Homes PA002042	102 Family					
Queen Lane Homes II PA002043	19 Family		Potential disposition applications for portion of site may be submitted.			Homeownership proposal to be submitted for 19 units: Section 32 of the USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Mantua Hall PA002045	152 Family High-Rise Units	Lobby renovation and security system. Potential site for revitalization through HOPE VI application, bond-financing as alternative site, and/or mixed-financing.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Reduced by 1 Unit Conversion. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Haverford Homes PA002046	24 Family					
Morton Homes II PA002049	185 Family				Two units converted for tenant council use. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Blumberg Apartments PA002050	499 Units: High/Low Rise: Family & Elderly	Rehab 58 townhouses. One-Stop Center completed. Security system for high-rise buildings, and lobby renovation. Possible site for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.	94 Units Approved for Elderly Senior Housing Designation Plan	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Whitman Park PA002051	Originally 120 Units, Total development slated for homeownership	Homeownership development; all units for sale.	71 Units Sold. Disposition application may be submitted for balance of site.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Turnkey III released for occupancy 1980-1982. Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Passyunk Homes PA002052	692 Family	Awarded HOPE VI Demolition Grant to demolish all 692 residential units. Non-dwelling units may be rehabilitated for new police station and motor pool. Possible development of site for other non-residential purposes. Property is undergoing environmental remediation.	HOPE VI Demo Application approved for 692 residential units. Non-dwelling units may be used to house PHA fleet. 294 units demolished in 1998. Possible disposition of portions of the property for non-residential development.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Courtyard Apartments at Riverview PA002053	470 Family			165 Units in rehabbed building to be designated as Elderly. 2003 Senior Housing Designation Plan		
Parkview Apartments PA002055A	20 Elderly Low Rises			20 Units Approved for Elderly Designation. 2003 Senior Housing Designation Plan		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Fairhill Apartments PA002055B	294 Family	Implementation of security system.			Reduced by 4 Unit Conversions. 30 efficiency units deprogrammed. Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Ludonfield Homes II PA002058	51 Elderly	Possible HOPE VI application for revitalization. New addition to community building. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.	Possible demolition for new developments.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Paschall Homes PA002061	223 Family					
Point Breeze Court PA002062	71 Elderly Units			71 Units Approved for Elderly Only. 2003 Senior Housing Designation Plan		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Katie B. Jackson PA002063	59 Elderly 9 Family	Extension requested HOPE I Grant approved.	Possible disposition application may be submitted for a portion of the site.	59 Units for Elderly Only Designation. 2003 Senior Housing Designation Plan	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Conversion Feasibility Study of 9 units is underway using Section 32 of the USHA of 1937.
Whitehall Apartments II PA002064	60 Family	69 Unit Rehab is complete. New construction of resident services center and swimming pool. Acquisition Plan may be submitted. 30 units scheduled for rehab. Possible site for modernization, rehabilitation, revitalization, which may include some demolition with capital funds, bond proceeds and/or as a mixed-finance development.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component in connection with potential modernization and revitalization.
Collegeview Homes PA002065	54 Elderly			54 Units Approved for Elderly Designation Only. 2003 Senior Housing Designation Plan		
Holmcrest Apartments PA002066	84 Elderly	Computer Lab		84 Units Approved for Elderly Designation Only.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Emlen Arms PA002076	172 Elderly High Rise	Installation of additional laundry facilities.		172 Units Approved for Elderly Designation Only. 2003 Senior Housing Designation Plan	Conversion application submitted to deprogram 32 efficiency units.	

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Bentley Hall PA002077	100 Elderly Units			100 Units Approved for Elderly Designation Only. 2003 Senior Housing Designation Plan		
Plymouth Hall PA002079	69 Elderly High Rise	Asbestos Abatement.		69 Units Approved for Elderly Designation Only. 2003 Senior Housing Designation Plan		
Cermantown House PA002083	220 Elderly High Rise	Potential site for revitalization through HOPE VI application, bond-financing as alternative site, and/or mixed-financing. Revitalization activities could include assisted living residence.	Possible demolition in connection with the modernization and revitalization, and possible disposition in connection with mixed-finance development.	220 Units Approved for Elderly Designation Only. 2003 Senior Housing Designation Plan	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Homeownership Under Consideration: Section 32 of the USHA of 1937.
West Park Plaza PA002093	66 Elderly					
Brown Street Village PA002096	Originally 87 Units, total development slated for homeownership.	Homeownership development; all units for sale.	84 Units Sold. Common area to be conveyed to Homeowner's Association.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Tumkey III Released for Occupancy in 1980-1982. Homeowner's Association formed. Homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Cecil B. Moore Homes PA002100	30 Family	Homeownership conversion plan to be submitted for all 30 Units.	Possible disposition application to be submitted.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Jan 2001: Section 32 of the USHA of 1937.
Herbert Arlene Homes PA002104	32 Family	Homeownership conversion plan to be submitted for all 32 Units.			Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Jan 2001: Section 32 of the USHA of 1937. Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Gladys B. Jacobs PA002114	80 Elderly			80 Units for Elderly: 2003 Senior Housing Designation Plan		
Raymond Rosen Off-Site PA002126	152 Family	Building 152 new replacement units and community space.				
Spring Garden Revitalization: Phase I PA002127	97 Family	86 ACC only units under construction with the mixed finance program.				

Appendix D: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Spring Garden Revitalization: Phase 2 PA002127	TED	In planning phase for mixed-finance development	Probable disposition by ground lease to developer.			Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002004	1,869 Family	33 Units sold under 5H since 1984. Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All nonviable units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002005	21 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All nonviable units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002012	988 Family Units	11 Units sold under 5H since 1984. Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All nonviable units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002025	41 Family Units	1 Unit Sold Under 5H Since 1984. Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All nonviable units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002060	173 Family Units	7 Units Sold Under 5H Since 1984. Possible development, rehabilitation of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All nonviable units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002067	412 Family Units	9 Units Sold Under 5H Since 1984. Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All nonviable units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002069	958 Family Units	4 Units Sold Under 5H since 1984. Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002078	14 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All nonviable units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002080	604 Family Units	14 Units Sold Under 5H since 1984. Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All nonviable units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002081	514 Family Units	8 Units Sold Under 5H since 1984. Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All nonviable units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002085	446 Family Units	6 Units Sold Under 5H since 1984. Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All nonviable units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002087	14 Family Units	Possible development, rehabilitation of existing buildings, demolition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All nonviable units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002088	379 Family Units	7 Units Sold Under 5H Since 1984. Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All nonviable units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Scattered Sites PA002091	248 Family Units	5 Units Sold Under 5H since 1984. Possible development, rehabilitation of existing buildings, demolition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All nonviable units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Scattered Sites PA002092	95 Family Units	Possible development, rehabilitation of existing buildings, demolition of existing buildings, disposition of properties and new construction of units in connection with court order in ADAPT litigation, or as part of future HOPE VI or mixed-finance developments, or City of Philadelphia Neighborhood Transformation Initiative, or third party mixed-finance/revitalization developments.	All nonviable units are potentially subject to demolition or disposition*.		Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Revised 5(h)/Section 32 of USHA of 1937.
Ludlow Area Scattered Sites PA002004 PA002005 PA002012 PA002069 PA002080 PA002081	83 Family	May integrate City's Neighborhood Transformation Initiative to demolish contiguous privately owned properties. May develop portion of Cambridge off-site replacement housing in Ludlow community. Under consideration as HOPE VI Project. Design and construction documents for on-site and off-site homeownership and rental units have been completed. Relocation of occupants of PHA properties is ongoing. Relocation of occupants of non-PHA properties may be completed with the assistance of RDA and Section 8 certificates.	HOPE VI Demolition Application approved November 2001 for \$511,000. May proceed with demolition of all units and/or in concert with the City's NTI or L&I departments to do simultaneous demolition of contiguous properties. Additional disposition applications may be submitted to HUD and conveyances to RDA and/or PHA wholly owned subsidiary and/or private owners.	May apply for handicapped only and elderly only designation for one or more multi-family buildings.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Mt Sinai: ACC Only	37 Elderly Units	ACC Only. Construction complete.		37 Elderly Units submitted to HUD for approval.		
St Anthony's Senior Residence: ACC Only PA002133	38 Elderly Units	Construction complete. ACCs under contract.		38 Elderly Units 2003 Senior Housing Designation Plan		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Inglis House	TBD	Site-Based Waiting List. May provide capital funds, ACC subsidy and/or Section 8 vouchers for this project.	Demo/Dispo application to be provided to HUD.	Disabled Housing Designation being considered.		
WCRP	23 Family Units	Provide possible Capital Funds and ACC subsidy.	Dispo/Demo application to be submitted to HUD.	Disabled Housing Designation to be submitted.		
Scattered Site Acquisition: City-Wide	200 Family Units	Acquisition Plan to be developed and implemented. Acquisition of market properties and FHA foreclosure properties using capital funds for purchase and unit rehabilitation. Provide ACC subsidy.	Possible demolition in connection with the modernization and revitalization. Acquisition application may be required.			Possible Homeownership Component: Revised 5(h)/Section 32 of USHA of 1937.
Multi-Family Units for Replacement Housing Units	368 Family Units	Site-Based Waiting List. Using capital funds to acquire and develop these replacement housing units. Provide ACC subsidy.	Disposition and acquisition application may be required.	Possible Elderly Only designation.		
New Scattered Site/Infill Housing Development. PA002123	117 Family Units	New construction of family units throughout North Philadelphia.	Demo/Dispo applications completed.	May be requesting Disabled Only Designation.		Possible Homeownership Component: Revised 5(h)/Section 32 of USHA of 1937.
City Trust Scattered Site Homeownership Initiative	Up to 15 Units	May submit site-based waiting list; and a request for ACC assignment.	Possible disposition.			Up to 15 Homeownership units Revised 5(h)/Section 32 of USHA of 1937.

Appendix D: Public Housing Asset Management Table

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Sarah Allen Rental Project	6 Family Units	Site-Based Waiting List. ACC only.		May Submit Designated Housing Plan for Disabled.		
Up to 20 Scattered Site replacement housing developments, city-wide; ACC only; ACC with capital funding or Section 8 project-based vouchers.	TBD	Site-Based Waiting List. ACC and/or Capital Funds for acquisition and rehabilitation. LIHTC application may be submitted for site work and construction of on-site and off-site homeownership and rental units.		May submit designated housing plans for Disabled and/or Elderly.		
City-Wide. Acquisition of scattered units/lots along with the redevelopment of PHA's existing units/lots for a total increase of up to 600 dwelling units.	TBD	May use ACCs and/or Capital Funds to develop these units. LIHTC application may be submitted for site work and construction of on-site and off-site rental units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition and acquisition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Neumann North	TBD	ACCs /Capital Funds to be used to develop the units		Possible Elderly Designation 2003, Senior Housing Designation Plan		

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
St. Ignatius	180 Units	May use ACCs and/or Capital Funds to develop these units. St. Ignatius, in connection with Mill Creek HOPE VI, will develop 180 assisted living units.		Elderly Designation. 2003 Senior Housing Designation Plan		
Suffolk Manor	137 Units proposed. 1 Management Office	Acquisition and renovation. Low-income tax credits and historic tax credits awarded for acquisition and moderate rehab.	Acquisition and disposition of this project has been approved by HUD.	May be requesting Elderly or Disabled Only designation for all or a portion of the development.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Mt. Olivet	218 existing units. Planned reconfiguration and rehab for total unit count of 161 ACC units.	Acquisition / LIHTC application approved/awarded for site work and construction.	Acquisition and disposition application completed.	May be requesting Elderly or Disabled Only designation. 2003 Senior Housing Designation Plan	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	
Poplar to Oxford: Planning and Development Initiative	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May be developed with CDC, non-profit, or for-profit organization. May use ACCs and/or Capital Funds to develop units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation. 2003 Senior Housing Designation Plan	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Eastern North Philadelphia	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May use ACCs and/or Capital Funds to develop these units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
Eastern Germantown Infill	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts. May use ACCs and/or Capital Funds to develop these units.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice
Spring Garden Area Unit Conversion	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
Empowerment Zone 2100 Block of American	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice
Grays Ferry Community	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice
Kingessing Avenue Area	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice

Name, Number and Location	Number and Type of Units	Development Activities	Demolition/ Disposition Activities	Designated Housing Activities	Conversion Activities	Homeownership Activities
West Philadelphia North of Market Street	TBD	Acquisition, new development and rehabilitation of housing stock along with neighborhood revitalization efforts.	Possible demolition in connection with modernization and revitalization, and possible disposition in connection with mixed-finance development. Additional disposition applications and conveyances to RDA and/or PHA wholly-owned subsidiary and/or private owner may be required.	May be requesting Elderly or Disabled Only designation.	Possible conversion of units/parcels for commercial, economic development, management offices, community and supportive services offices and/or open space.	Possible homeownership component, subject to Section 32 of the USHA of 1937 will include lease purchase, conventional sale and Housing Choice vouchers.
		* Approximately 374 Scattered Site Properties have been identified for demolition or disposition for Master Planning purposes.				